



United Nations Development Programme

Country: Global

PROJECT DOCUMENT¹

Project Title: GEF International Waters: Learning Exchange and Resource Network (GEF IW:LEARN)

UNDAF Outcome(s):

UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

UNDP Strategic Plan Secondary Outcome:

Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

Output 7.7 Mechanisms in place to generate and share knowledge about development solutions

Expected CP Outcome(s): N/A

(Those linked to the project and extracted from the country programme document)

Expected CPAP Output (s) N/A

(Those that will result from the project and extracted from the CPAP)

Executing Entity/Implementing Partner: GRID-Arendal (Components 1), UNESCO-IOC (Comp 2-5)

Implementing Entity/Responsible Partners: Conservation International, The Global Water Partnership, GRID-Arendal, The International Commission for the Protection of the Danube River, The International Union for the Conservation of Nature, The Nature Conservancy, The United Nations Economic Commission for Europe, The International Hydrological Programme of UNESCO, The United Nations Industrial Development Organization, The World Wildlife Fund

¹ For UNDP supported GEF funded projects as this includes GEF-specific requirements

Brief Description

The goal is to move IW:LEARN from a demonstration phase where successful knowledge management services to GEF IW projects were piloted, tested and replicated, towards a scaled-up project which becomes a hub for global learning on transboundary waters, working both inside and outside the GEF-financed portfolio. This enhanced role as a global knowledge hub will support the scale-up of GEF IW investments globally, as the project will harness experience from more than 22 years of GEF portfolio and partner activities to improve the current and future portfolios and impacts of investments. GEF IW:LEARN will also help GEF IW projects in improving their project outcome sustainability by linking them up to global processes and frameworks, as well as partners at the regional and basin-levels

Programme Period: 48 months	Total resources required	\$17,109,816
Atlas Award ID: 00088892	Total allocated resources:	\$4,987,500
Project ID: 00095356	- Other:	- In Kind contributions
PIMS #: 5337	GEF \$4,987,500	UNEP \$ 2,066,526
Start date: 01 JAN 2016	(UNDP) (\$3,987,500)	UNEP-DHI \$ 600,000
End Date: 31 DEC 2019	(UNEP) (\$1,000,000)	CI \$ 210,000
Management Arrangements: Agency Execution	UNDP \$ 1,670,000	GWP \$ 3,300,000
PAC Meeting Date: tbc	UNEP \$ 170,000	ICPDR \$ 212,000
	GRID-Arendal \$ 250,000	IRF \$ 133,790
	UNECE \$ 300,000	IUCN \$ 220,000
		TNC \$ 95,000
		UNECE \$ 200,000
		UNESCO-IHP \$ 250,000
		UNESCO-WWAP \$ 210,000
		UNIDO \$ 1,860,000
		WWF \$ 375,000

Agreed by (UNESCO-IOC):

Date/Month/Year

Agreed by (GRID-Arendal):

Date/Month/Year

Agreed by (UNDP):

Date/Month/Year

Agreed by (UNEP):

Date/Month/Year

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ABBREVIATIONS

ABNJ:LEARN	Areas Beyond National Jurisdiction: Learning Exchange and Resource Network
BD	Biodiversity
Cap-Net	UNDP Capacity Development In Sustainable Water Management (Project)
CBD	Convention on Biological Diversity
CC-M	Climate Change Mitigation
CEO	Chief Executive Officer
CI	Conservation International
CoP	Community of Practice (or Conference of the Parties)
EV	Economic Valuation
GEF	The Global Environment Facility
GIZ	Deutsche Gesellschaft fuer Internationale Zusammenarbeit
GWP	The Global Water Partnership
ICM	Integrated Coastal Management
ICPDR	International Commission for the Protection of the Danube River
IRF	International River Foundation
IUCN	International Union for the Conservation of Nature
IW	International Waters
IW:LEARN	International Waters: Learning Exchange and Resource Network
IWC	International Waters Conference
JPOI	Johannesburg Plan of Implementation
KM	Knowledge Management
LME	Large Marine Ecosystem: Learning Exchange and Resource Network
LME:LEARN	
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MENA	Middle East and North Africa
MOOC	Massive Online Open Course
NGO	Non-Governmental Organisation
NOAA	United States National Oceanic and Atmospheric Administration
OGC	Open Geospatial Consortium
OPS	Operational Performance Study

PCU	Project Coordination Unit
PPG	Project Preparation Grant
SAP	Strategic Action Programme
SDG	Sustainable Development Goal
SEE	South-eastern Europe
TDA	Transboundary Diagnostic Analysis
TNC	The Nature Conservancy
TWAP	Transboundary Waters Assessment Programme
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCO WWAP	United Nations Educational, Scientific and Cultural Organization – World Water Assessment Programme
UNESCO-IHP	UNESCO International Hydrological Programme
UNESCO-IOC	UNESCO International Oceanographic Commission
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
UNU	United Nations University
WWF	World Wildlife Fund

1 SITUATION ANALYSIS

1.1 Context and global significance: Environmental, policy and institutional

The GEF IW focal area targets transboundary water systems, such as shared river basins, lakes, groundwater and large marine ecosystems. The IW portfolio comprises over 242 projects to date and some US\$1.5 billion of GEF grants invested more than 170 different countries. This investment has leveraged approximately US\$8.7 billion in co-financing. Since the inception of the GEF in 1991, the IW portfolio has delivered substantive results and replicable experiences to be scaled up and mainstreamed globally.

With such an investment over more than twenty years come many invaluable experiences, lessons learned, and recommendations for future GEF IW projects. However, unlike most GEF focal areas that are tied to global conventions with permanent secretariats that can house and/or assist the GEF with knowledge management (e.g. the CBD and UNFCCC for the BD and CC-M focal areas, respectively), the IW focal area has handled knowledge management with the help of a series of global projects that have built upon previous successes in knowledge management, titled “International Waters Learning Exchange and Resources Network”, or GEF IW:LEARN.

Over the last fifteen years, GEF IW:LEARN has grown from an informal network of a few projects and agency staff focused on IW projects, to a community of individuals from a few hundred public and private sector organizations, including local, national, and international government and non-government organizations. GEF IW:LEARN has produced a number of noteworthy results across multiple service lines that foster this community—from coordinating information management through the GEF IW:LEARN website (www.IW:LEARN.net) and its applications to face-to-face events, including:

- 22 project ‘twinning’ involving 156 beneficiaries from 36 GEF IW projects;
- 23 training workshops on water management issues and
- 15 training workshops for building capacity on information and technology issues, with 690 participants representing 129 IW projects;
- Six regional dialogues reaching 215 senior project staff from various regions; and
- Seven Biennial International Waters Conferences, the signature learning event of the portfolio, bringing together over 1400 stakeholders over the years, averaging about 70 GEF IW projects from 70 countries at each conference.

The identified outcomes of these results are:

- Centralised knowledge management for the GEF IW portfolio;
- Improved implementation of GEF projects
- GEF projects moved from agency or ecosystem silos to active partners in the implementation of true ridge-to-reef approaches;
- A global network of practitioners with a common culture of learning and systematic replication of project experiences;
- A GEF corporate identity for the IW Focal Area.

The continuing demand for GEF IW:LEARN by stakeholders for:

- Assisting projects in acquiring relevant knowledge related to transboundary waters management in order to improve future project design;
- Enhancing the understanding and application of GEF IW experience across the portfolio to produce better quality project results;
- Facilitating the replication and scaling up of good practices in transboundary waters management, resulting in lower costs and improved capacity to address transboundary concerns; and
- Ensuring that insights generated through project interventions are shared and add value to the portfolio and beyond to interventions financed outside the GEF.

GEF IW:LEARN portfolio programmatic support also includes technical reports, guidance documents, publications and other knowledge products and media. GEF IW:LEARN also contributes significantly to raising awareness among experts and policy-makers about the GEF IW projects and their outcomes, thus indirectly also contributing to new investments. In addition, it serves as a linkage to other global processes, frameworks and initiatives on water management as well as transboundary water cooperation. For example, previous phases have been supported by the Athens-Petersberg Process in partnership with the Global Water Partnership, World Bank, UNECE, German and Greek Governments. The demonstration activity in previous phases led to enhanced transboundary cooperation in multiple basins, such as the Drin River Basin and the Dinaric Karst Transboundary Aquifer System. The regional dialogue process created the enabling conditions for the countries to request new GEF IW projects in the basins. Moreover, the previous phase of GEF IW:LEARN worked with the Secretariat of the UNECE Water Convention (Helsinki) as well as actors, such as WWF, supporting the advancement of the UN Watercourses Convention (New York) and of the UNECE Water Convention, in terms of global legal framework development.

GEF IW:LEARN has been at the forefront of facilitating GEF IW project engagement with the private sector and other projects, through engagement training and networking opportunities. In a 2013 survey, 70% of respondents indicated that GEF IW:LEARN has provided IW project staff and partners with the necessary knowledge to engage with the private sector; and 67% of respondents noted that IW:LEARN has been influential in creating new partnerships with other projects and institutions. Since its inception, GEF IW:LEARN has successfully delivered services to more than 225 GEF IW-funded projects and connected almost 1,300 people with its services.

One consistent strategic objective of GEF IW is to support foundational capacity building, portfolio learning, and targeted research needs for ecosystem-based joint management and governance of transboundary water systems. In light of this objective and driven by current need, the GEF agencies are and will be committing an increasing amount of programming resources toward knowledge management in their work plans. In addition, the GEF 2020 Strategy² notes, “Our (the GEF) knowledge proposition will centre on generating and sharing targeted, high quality lessons and evidence to scale our impact, sharpening our role as a facility to inform not only the non-GEF investments of our implementing partners, but also the much larger universe of private and public investments, including bilateral funds, major foundations, private sector, and national financial institutions. Leveraging knowledge in this way, we can help other dollars flow to the most effective interventions.”

² http://www.thegef.org/gef/sites/thegef.org/files/documents/GEF.C.46.10.Rev_.01_GEF2020_-_Strategy_for_the_GEF.pdf

Moreover, after nearly 25 years of GEF investment, significant progress and results have been delivered by the focal area. GEF has made investments in at least 33 transboundary river basins, 10 transboundary lakes, 7 transboundary groundwater systems, and 21 large marine ecosystems. From those, at least 37 produced transboundary diagnostic analyses and at least 33 strategic action programs resulted. In at least 24 basins, GEF supported existing or catalysed joint management bodies (or transboundary commissions). Likewise, at least 15 new basin-wide frameworks have resulted. Although this represents just a fraction of the results from GEF investments, it does include significant reductions in agricultural, industrial and municipal wastewater, reduced stress on aquifers, marine protected areas, reduced fishing pressure and other types of stress reduction.

Critically, the GEF has been catalytic in transforming the sector, and the growth of numerous organizations at various scales active in transboundary water management. In addition, there are dozens of partner initiatives focused on supporting transboundary management, for example, UNDP's Shared Water Partnership, UNEP's Regional Seas Programme, CI's Seascapes Program, GWP's Global Dialogue on Water Security and Sustainable Growth, IUCN's Building River Dialogue and Governance (BRIDGE) program, the TNC led Great Rivers Partnership, the UNECE Water Convention, UNESCO's International Shared Aquifer Resource Management (ISARM) and WWF United Nations Water Convention Initiative. This demonstrates the rich baseline upon which this project builds where there are significant opportunities to scale-up knowledge management, delivering additional global environmental benefits.

The ambition of the project is to mirror the GEF international waters approach of supporting scale-up of foundational projects. The goal is to move IW:LEARN from a demonstration phase where successful knowledge management services to GEF IW projects have been piloted, tested and replicated, towards a scaled-up project which becomes a hub for global learning on transboundary waters, working both inside and outside the GEF-financed portfolio. Ultimately, this enhanced role as a global knowledge hub will support the scale-up of GEF IW investments globally, as the project will harness experience from more than 25 years of GEF portfolio and partner activities to improve the current and future portfolios and impacts of investments (from both GEF and non-GEF funded projects). GEF IW:LEARN will also help GEF IW projects in improving their project outcome sustainability by linking them up to global processes and frameworks, other river basins and commissions etc. The project will engage partners at the global level, such as GEF agencies but also other globally-oriented organizations, as well as partners at the regional and basin-levels.

The project will also operate in close synergy with the parallel project, the UNDP-GEF "Strengthening Global Governance of Large Marine Ecosystems and Their Coasts through Enhanced Sharing and Application of LME/ICM/MPA Knowledge and Information Tool" or LME:LEARN (a project that will establish a dynamic global support network for the GEF LME and ICM projects for practitioners needed to increase the capacity of countries to realize adaptive ecosystem-based management and governance). The projects will common pool staff resources and activities. The project will also help to promote the scale-up of approaches developed by other GEF funded portfolio learning projects. Because of the LME project's existence, the proposed project will contain a set of activities more specifically designed to support the freshwater project portfolio. However, for the proposed project, the primary GEF IW portfolio learning mechanism, will still serve the entire portfolio and partners.

In addition, special attention will be devoted to close coordination with other IW portfolio-learning projects such as "Development of Tools to Incorporate Impacts of Climatic Variability and Change, in particular Floods and Droughts, into Basin Planning Processes", Transboundary Waters Assessment Programme (TWAP), Blue Forests, Blue Carbon, Integrated Nitrogen Initiative, Capturing Coral Reef and Related Ecosystem Services, East Asian Seas Best Practices and Areas Beyond National Jurisdiction:LEARN Targeted Research projects.

The Terminal Evaluation of the previous phase of GEF IW:LEARN rated both the relevance of the project and the M&E implementation as ‘Highly Satisfactory’. The Terminal Evaluation went on to say:

GEF IW:LEARN’s overall impact has continued to grow and mature over the course of time. It has engaged in **Targeted Training** (supporting water resources management and capacity building), **Regional Dialogues and Workshops** that have helped to increase awareness of the need for shared lessons and good practice; the development and use of “**Project Twinings**”— pairing IW projects for face-to-face engagement between project principals who share common objectives and/or challenges. GEF IW:LEARN has also positively affected IW projects, by developing content (e.g. detailed guidelines, handbooks, technical web services and training) as tailored services to IW project managers around the world—and has made such content available on its website for use. These achievements have allowed GEF IW:LEARN to be recognized beyond its service to the GEF-IW portfolio; and have begun to share information and activities with ‘external’ partners, and some of whom have participated in IWL3.

The project has also been successful in designing effective SMART outcome indicators that allowed the Steering Committee and the PCU to successfully measure its more immediate impact, and through the use of the Monitoring and Evaluation plan enabled the project to adaptively manage its activities to a successful degree.

The success of the previous phase (also achieving a ‘Successful’ rating for effectiveness) leaves the concept and proven ability of the project to continue to deliver products and to provide guidance to other projects on, for example, the M&E approach, to the benefit of the IW portfolio as a whole.

1.2 The need for a knowledge management strategy

The PPG phase of this project embarked on the development of a formalized knowledge management strategy to be adopted in the new GEF IW:LEARN project. The strategy recognises that the objective of this phase of GEF IW:LEARN is ‘*to strengthen knowledge management*’ to the benefit of the IW portfolio. The strategy document summarized the key priorities that should be reflected in the overall approach to knowledge management within the project and its partners, and key elements of this strategy are presented below.

GEF IW:LEARN has a solid history of developing an increasingly impactful knowledge sharing and management enterprise, and has developed and evolved this history through a series of Global Environment Facility-funded projects since the late 1990s. Early architects within the GEF International Waters focal area recognized the vital importance of learning and sharing of knowledge from IW’s breadth of experiences; IW:LEARN was a pioneer within the GEF in this regard.³

Knowledge Management (KM) is the deliberate design and processing of information through the use of tools, structures and procedures with the intent to improve and share the use of information as knowledge, to enable learning, and to represent such in any of three elements of intellectual capital: Structural, Human and Social⁴. Although the practice of knowledge management (e.g. sharing and structured learning) has a much longer history, KM emerged as more of a formal

³ The GEF did not formally establish a KM strategy until 2011, some 13 years after IW:LEARN’s conception, but presently is striving to address similar issues to share knowledge and know-how across all of its focal areas.

⁴ Seemann P., D. De Long, S. Stucky and E. Guthrie, 1999, Building Intangible Assets: A Strategic Framework for Investing in Intellectual Capital, Second International Conference on the Practical Applications of Knowledge Management (PAKeM99), 21-23 April.

discipline (even referred to as a scientific pursuit) in the early 1990s.⁵ KM as an applied practice was recognized in the late 1990s and early 2000s by many institutions and businesses as a crucial element required to better evaluate, adapt and adjust to changes both internally and externally through the sharing of know-how, lessons from previous experiences, and good practices.

The strategy proposed for IW:LEARN developed in the PPG phase had several purposes. The first is to formalize an overarching knowledge management strategy for IW:LEARN as it has matured over the years; the strategy can help GEF IW:LEARN structure, execute and manage its priorities efficiently so that it can eventually share knowledge and meet the challenges that it will encounter when broadening its network.

This begins with the relationship that GEF IW:LEARN project has with the GEF, the projects that are in the GEF pipeline and the GEF agencies that work to operationalize the IW portfolio. Understanding the roles and relationships of the many partners involved in the current phase of IW:LEARN is essential to implementing an effective KM Strategy for the IW portfolio.

It is clear that over its lifespan IW:LEARN has evolved a range of information products and services that it provides to the IW community. For the majority of these products and services, the desire is to continue to maintain, support and manage these.

Each of IW:LEARN's stakeholders has varying contributions and needs to engage with IW:LEARN for information and knowledge pertaining to IW. Moreover, it is this collection and coordination of varying needs that give GEF IW:LEARN a value-added quality in serving this community. IW:LEARN functions as a relay hub of knowledge management by pulling, pushing, and transforming knowledge content; by matching supply with demand, and in providing specific services to and connecting a broadening community of practice. It pursues this through a growing web presence, search and management of content, tools and services, and it helps to connect practitioners across projects, themes and regions through project twinning exercises to share specific know-how and experiences, regional dialogues and through the biennial GEF International Waters Conference.

1.3 Threats and root causes

There is a continuing threat to global water resources as well as the ecosystems they support, which has significant negative consequences on the human population's ability to feed itself, maintain health, pursue economic development and avoid the need for costly investments to mitigate the damage. The international water system constitutes an important source of income and food for a large part of the world's population whose sources of food and water are now at risk.

Global root causes raising the environmental concerns in transboundary waters include:

- Degradation of the quality of water resources, caused mainly by pollution from land-based activities (toxic chemicals, nutrients, pathogens, oxygen-demanding wastes, sediment, and debris).
- Physical habitat degradation of coastal and near-shore marine areas, lakes, and watercourses (for example, wetlands, mangroves, estuaries, coral reefs), as a result of inappropriate management (for example, land conversion, dredging, coastal construction, and irrigation).
- Introduction of non-indigenous species that disrupt aquatic ecosystems and cause toxic and human health effects (untreated ballast water discharges from ships, for example) are a cause of concern. There is also excessive exploitation of living and non-living resources due to inadequate management and control measures (for example, over fishing or excessive water withdrawal).

⁵ http://en.wikipedia.org/wiki/Knowledge_management#History

- Changes to hydrologic regimes
- Lack of effective governance, resources, sharing of information and experiences
- Climatic change and variability

1.4 Long-term solutions and barriers to achieving the solutions

The main barriers to dealing with these threats are:

- Lack of appropriate scientific knowledge, awareness of best practice and limited uptake for effective management for decision making and actions;
- Inadequate institutional arrangements, stakeholder participation, and sustainable financing;
- Inadequate strategic planning and policy development at the global and regional levels.

There is a continuing need to build on the GEF human capacity development strategy, to improve the effectiveness of information systems available to stakeholders on IW project activities, to further sustain project knowledge after completion, and to share experiences and expertise between GEF IW (and other donors) projects.

This GEF IW:LEARN project is intended to continue the practices and processes developed in previous phases and to capitalise on the new information and approaches available from the new partners in the project.

1.5 Stakeholder and baseline analysis

1.5.1 Stakeholder Analysis

GEF IW:LEARN will continue to engage with a broad range of stakeholder groups who will be both partners to the project and key beneficiaries of the activities. In addition to the broad stakeholder groups identified below, the project will work closely with other GEF 'learning' and targeted research projects, in particular the linking of the management units of the GEF LME:LEARN and GEF IW:LEARN will ensure this close co-operation. These main groups include:

GEF IW Project Managers (and PCUs) are the primary beneficiaries of GEF IW:LEARN's capacity building activities and sharing of experiences. It is through these stakeholders that the real benefits of the activities will be observed, with tangible results being delivered through improved performance by IW projects and enhanced process, stress reduction and socio-economic/environmental status indicators.

Participating Countries are beneficiaries of GEF IW:LEARN, particularly through the International Waters Conference but also other activities. It is envisioned that countries will benefit from other activities, such as the regional dialogues, in the project, which will offer opportunities to scale-up knowledge management sharing the collective experiences from the IW project community to the countries.

The GEF Agencies: Agencies are the primary interlocutors with their respective institutional projects under implementation. This will provide GEF IW:LEARN with important communication means with individual projects and/or project groupings (particularly through the GEF IW Task Force). They are well positioned to update GEF IW:LEARN with lessons learned (such as Experience Notes) and facilitate participation of projects in GEF IW:LEARN activities (both face-to-face and online).

The GEF IW Secretariat: The GEF IW:LEARN project is and has always been a vehicle to assist the Secretariat in meeting the objectives of the IW Focal Area.

Civil Society/local Community Organizations: As with previous phases, GEF IW:LEARN will work with CSOs at the local/regional level whenever the opportunity arises, for example in the course of workshops, twinnings and other events.

Academic Research Institutes: GEF IW:LEARN will continue to work closely with academic (for example UNU) and research communities through technical activities at workshops etc. and also through the other 'Learning' and targeted research IW projects.

Bilateral/Multilateral Agencies: GEF IW projects work with a wide range of bilateral and multilateral agencies. These agencies will be involved at GEF IW:LEARN meetings/workshops and through twinnings as appropriate. It is anticipated that material produced by this project (e.g. guidance documents) will also be of benefit to these agencies.

Private Sector: This project is endeavouring to encourage all IW projects to work more closely with the private sector, and consequent the outputs of this project will not only benefit the GEF IW projects but will assist the private sector in engaging with GEF IW. The project will also work with industry alliances (including for example, the CEO Water Mandate and World Ocean Council), through which further private sector partners will be engaged.

Transboundary Commissions: These bodies, to varying degrees, host or sustain the work of IW projects in respective basins and it is important the project maintain a relationship with these bodies. The GEF IW:LEARN project will communicate effectively translated scientific knowledge, experiences and lessons to and from such bodies. The project will also aim to involve (where possible and applicable) such bodies in face-to-face events.

Vulnerable Groups and in particular for this project, GEF IW:LEARN will develop material, provide training, raise awareness etc. for the GEF IW projects on gender mainstreaming, building on the expertise of partners. This will assist in addressing one of the main avenues by which to achieve behavioural change that will lead to broader adoption of sustainable solutions to global environmental problems.⁶

1.5.2 Baseline Analysis

The project aims to work with a suite of development partners whose work programmes form an extensive baseline of capacity-development or information management activities to support scale-up of IW:LEARN services. This baseline starts with the GEF Agencies providing an extensive set of activities supporting water governance, led by UNDP through its Water and Ocean Governance Programme, and with UNEP leveraging a robust set of data management platforms and partner institutions, training programs, decision-making tools and assessment programs, publications and processes, as well as work on green economy and valuation.

GEF Agencies Baseline

UNDP

UNDP's comparative advantage for the GEF lies in its global network of country offices, its experience in integrated policy development, human resources development, institutional strengthening, and non-governmental and community participation. UNDP assists countries in promoting, designing and implementing activities consistent with both the GEF mandate and national sustainable development plans. UNDP also has extensive inter-country programming experience. Over the last 10 years, UNDP has been involved in co-ordinating water related projects from non- GEF sources with a substantial overall budget of about 300 M USD. Of specific relevance to the work proposed under IW:LEARN are the global initiatives Cap-Net and WaterWiki.

⁶ GEF Fifth Operational Programme Study

UNEP

UNEP's comparative advantage lies in knowledge management, science to policy linkages including identification of emerging issues and capacity building. This includes providing the world community with improved access to credible environmental data and information and helping increase the capacity of governments to use environmental information for decision-making and action-planning for sustainable human development, through its knowledge management platform UNEP Live and the National Reporting System (NRS). UNEP has also a strong record in fostering technical and institutional cooperation at multi-country level, working closely with many partners and collaborating centres in all regions of the world, and has over time established functional networks for data, information, thematic and integrated assessments and capacity development. GRID is a key centre of geo-spatial know-how, with strengths in GIS, IP/remote sensing and statistical analyses, integrated through modern spatial data infrastructures and web applications. Working at the interface between scientific information and policy/decision-making, GRID also helps to develop capacities in these fields of expertise among target audiences, countries and other groups.

UNEP has long-implemented GEF IW:LEARN's information management agenda, including specifically, the IW:LEARN.net website and subsidiary website toolkit (utilized by approximately 50 GEF IW projects). In addition, UNEP works to link science to policy by advancing knowledge to support environmental decision-making through scientific and technical analyses, including ecosystem-based international waters assessments, and is the implementing agency for several related learning projects on enhancing the use of science in GEF IW projects, developing tools for the management of floods and droughts, and for reducing nutrient enrichment and oxygen depletion from land based pollution, in support of Global Nutrient Cycle, developing methodologies for carbon accounting and ecosystem service valuation in Blue Forests, and a methodology for systemic transboundary waters assessments and implementing the global Transboundary Waters Assessment Programme (TWAP) to improve the knowledge base for the five water system categories. UNEP will leverage their afore-mentioned areas of expertise and build upon its programmatic strengths in support of the proposed IW:LEARN 4 project.

Partners' Baseline

Most critically however, the proposed project's baseline includes the activities of a number of global (and regional/basin) partner institutions. The ambition of the project is to mirror the GEF IW approach of supporting scale-up of foundational projects. The goal is to move IW:LEARN from a demonstration phase where successful knowledge management services to GEF IW projects have been piloted, tested and replicated, towards a scaled-up project which become a hub for global learning on transboundary waters financed by GEF and other partners. Ultimately, this enhanced role as a global knowledge hub will support the scale-up of GEF IW investments globally, as the project will harness experience from more than 22 years of GEF portfolio and partner activities to improve the current and future portfolios and impacts of investments (from both GEF and non-GEF funded projects). The project will engage partners at the global level, such as GEF agencies but also other globally-oriented organizations, as well as partners at the regional and basin-levels.

Although the project aims to work with a suite of development partners, there is an immediate set of partners, whose work programs during the life of IW:LEARN form an extensive baseline of capacity-development or information management activities to support scale-up of IW:LEARN services. This baseline starts with an extensive set of activities supporting water governance led by the project's lead implementing agency UNDP through its Water and Ocean Governance

Programme. The project's other implementing agency UNEP, will leverage an robust set of data management platforms and partner institutions, training programs, decision-making tools and assessment programs, publications and processes, as well as work on green economy and valuation.

Conservation International (CI) brings experience in large-scale marine management (e.g. the Sulu-Sulawesi Seascape; the Eastern Tropical Pacific Seascape); private sector partnerships (e.g. partnering with major extractive corporations, and developing fisheries co-operatives); economic valuation of natural resources (e.g. the Economic Values, Assessment and Account Project in San Martin, Peru); and community engagements in SAPs (e.g. Philippines, Timor Leste). CI's role in GEF IW:LEARN will primarily focus on component 3.3, through supporting a Source-to-Sea Lessons Learned and Dialogue Workshop.

The **Global Water Partnership (GWP)** will offer its toolbox and knowledge products, existing and funded transboundary dialogue programmes in various regions, capacity building and knowledge network, dialogue activities with the private sector and online courses. These include:

- Capacity Building/Knowledge management activities, which include establishment of a Community of Practice, capacity Building activities for river basin organizations and stakeholders including among others trainings, development of best practice guidelines, advancement of knowledge exchange network; knowledge management and information exchange: advancement of a Web platform and use of metadata; exchange of information.
- GWP and OECD have launched a joint Global Dialogue Project on Water Security and Sustainable Growth. One of the key elements of the project is a high-level global dialogue panel complimented by an Expert Task Force, consisting of a multidisciplinary team of recognized economists, water managers, and scientists, commplemented by the policy recommendation and scientific evidence report.
- GWP is advancing dialogue and sharing experiences about private sector participation through the Programme 'Governance and Financing for the Mediterranean Water Sector' (2013 - 2015). This has a focus on regional sharing of knowledge from national technical assessment and multi-stakeholder consultation, exploring conditions for private sector participating in developing national water supply and sanitation infrastructure.

The **International Commission for the Protection of the Danube River (ICPDR)** will support twinning and expertise on transboundary water management, as well as cooperation with private industry through its Green Danube Partnership and education material (the Danube Box) which can be up-scaled. The ICPDR will take elements of the Danube Box content into a new mean of communication: the development of a "smart game", an online game that educates children about the environment.

The **International River Foundation (IRF)** will help with dissemination, an extensive twinning program, global river symposium and network expertise. IRF is currently involved in about dozen international and Australian twinning programmes that are usually funded by a combination of private philanthropic, private sector and some government co-funding. Linked to these IRF (and partners) will be running training targeted training workshops and "professional development" days in alignment with the International Riversymposium. These are focused on the needs of river basin professionals and will be tailored each year.

The **International Union for the Conservation of Nature (IUCN)** will provide its methodologies and approaches for synthesizing materials, activities in its core Water and Nature Initiative, twinning support via its Building River Dialogue and Governance (BRIDGE), content from its Nexus Dialogue on

Water Infrastructure Solutions project, participation as organizer of global events and in-house expertise on economic valuation. Relevant IW:LEARN project baseline for IUCN includes:

- IUCN has developed different types of analytical frameworks to help synthesize knowledge from joint programming with regional programmes and networks of IUCN members and partners into more general principles for use in dissemination.
- To consolidate and strengthen communications in WANI (Water and Nature Initiative), a strategy was developed and a new website⁷ which can guide the navigability design of certain sections of the IW:LEARN website.
- The Building River Dialogue and Governance (BRIDGE) project will aid IW:LEARN's twinning activities. This project focuses on building water governance capacities through learning, demonstration, leadership, and consensus-building, in particular in transboundary river basins. BRIDGE has been developing water governance capacities from community-to-cabinet through training, including on benefit sharing, in Mesoamerica, the Andes and the Mekong regions. BRIDGE also works with regional organizations such as the Association of Southeast Asian Nations (ASEAN), the Andean Community of Nations (CAN), and the Central American Integration System (SICA) among others, and is looking to expanding its portfolio to West and East and Southern Africa.
- IUCN's experience developed in running the Nexus Dialogue on Water Infrastructure Solutions will support IW:LEARN's regional capacity workshops. This experience brings together innovators and thought leaders from the water, food and energy sectors to create a shared, cross-sectoral vision that combines best available technology, knowhow and experiences in water infrastructure operation, reoperation and innovation.

As an international conservation NGO active in over 35 countries, **The Nature Conservancy (TNC)** offers a diverse body of experience, expertise, and vast partner network, including through its Global Water Program and Great Rivers strategies, focused on several of the world's large basins of Africa, Asia, Latin America and the USA. Its support will centre on thematic capacity building, trainings, and other knowledge sharing activities, project twinning support, private sector engagement activities, scientific publications and other knowledge products, support to global events and policy dialogues in various regions, and e-learning and online materials.

- TNC has core expertise in environmental flows (eflows) determination and implementation in river basins and at state and national scales, including site-level projects to restore eflows through dam reoperation, regional-scale eflows projects with partners in various river basins. It has worked with partners to develop environmental flow policy guidelines for hydropower and other water resources infrastructure, as well as regulatory standards and new methodologies for national application. It developed the Indicators of Hydrologic Alteration software, and houses the Ecological Limits of Hydrologic Alteration (ELOHA) toolbox. TNC has led and participated with a diverse set of partners in environmental flow workshops, and capacity development workshops on freshwater and marine conservation, in many different countries.
- TNC can bring specific knowledge on development-by-design, including science tools and methods for more sustainable hydropower planning. Pilot development of the latter tools/methods is underway in basins in Asia, Africa and South America, under TNC Global Water's strategy for Saving the Last Great Rivers. TNC played a lead role with partners on the development of the Hydropower Sustainability Assessment Protocol, and is helping support early stage assessment.

⁷ www.waterandnature.org

- TNC brings growing expertise in areas such as impact investment, sustainable conservation financing, natural capital valuation, land and water transaction programs (e.g. water markets), as well as diverse work with the private sector (e.g. with corporate agribusinesses on water stewardship, and through the Alliance for Water Stewardship).
- One of TNC's core areas for contribution is in freshwater and marine conservation planning, including the development of conservation blueprints. The Conservancy has access to expertise in disaster risk reduction and resilience, mapping and valuation of marine systems (e.g. Ocean Wealth project), fisheries management, and climate change policy.
- TNC can share its experience in helping to establish and monitor the outcomes of numerous water funds in Latin America, and is helping set up new water fund models for the USA and Africa. It is able to contribute a growing body of experience on: watershed conservation, approaches for improving urban water security; and on food security, including sustainable intensification (e.g. Brazil, USA), and land and nutrient runoff management.
- With partners, TNC has produced numerous scientific publications, reports, and tools (e.g. NatCap project and tools, RIOS, INVest, Conservation-by-design), as well as communications materials (e.g. Water Source), over a period spanning over 60 years, which can be added to the resources of the project. It has additional learning avenues to offer, such as a Science for Nature and People Program, fellowship and volunteer programs, and several initiatives focused on youth and environmental education. It also has numerous resources and avenues for knowledge dissemination (e.g. conservation.org website, North America Freshwater website, ConservationTraining.org, information systems, spatial data sets and maps, and the Conservation Gateway).

The **United Nations Economic Commission for Europe (UNECE)** is servicing the UNECE Convention on the Protection and Use of Transboundary Watercourses and International Lakes (UNECE Water Convention) which is turning into a universally open legal framework for transboundary cooperation. Through its Meeting of the Parties, subsidiary bodies and programme it also provides an institutional framework for supporting transboundary cooperation. UNECE will incorporate GEF IW into its various guidance material development, its global training agenda (particularly trainings on the Nexus, mainstreaming climate change, quantifying benefits of cooperation) and its activities to strengthen transboundary basin governance, and provide linkages to IW:LEARN to share this information. UNECE can contribute with the lessons learnt from projects and guidance developed in the last 20 years to synthesis publications produced by IW:LEARN and to the IW:LEARN website (to support synthesis materials). Specifically the baseline includes the following relevant activities:

- UNECE will disseminate lessons from IW projects and IW:LEARN products/ news at its numerous meetings and workshops, to its networks etc. and make available the numerous UNECE publications
- UNECE will organize several global workshops for example on legal frameworks, the benefits of transboundary water cooperation, joint bodies, climate change adaptation in transboundary basins and the water-food-energy-ecosystems nexus. Regarding climate change adaptation, UNECE has established, with INBO, a global platform/ network of basins working on climate change adaptation. UNECE is planning to organize several sub-regional workshops/ trainings on transboundary cooperation in Africa, Central America and the MENA region.
- The model provisions on transboundary groundwater developed under the UNECE Water Convention promote cooperation on groundwaters as well as conjunctive use of groundwater and surface water.

- A systematic approach to the identification, quantification and communication of the benefits of transboundary water cooperation is under preparation under the UNECE Water Convention which could also support GEF IW projects.

The **International Hydrological Programme of the United Nations Education, Scientific and Cultural Organisation (UNESCO-IHP)** will contribute its extensive groundwater program and networks to various activities, for example data and publications, global forums and inter-governmental processes. Specifically UNESCO relevant baseline includes:

- UNESCO's publications on groundwater such as ISARM (Internationally Shared Aquifer Resources Management), GRAPHIC (Groundwater Resources Assessment under the Pressures of Humanity and Climate Change), GWES (Groundwater in Emergency Situations), WHYMAP (World Hydrogeological Map), will contribute to generate content for IW:LEARN.net and inform webinar discussions.
- Through the UNESCO/WMO International Groundwater Resources Assessment Centre contribute to the spatial databased results reporting interface and portfolio visualization on groundwater assessments, including monitoring and mapping of worldwide aquifers. IGRAC is intending to work together with BGR and CapNet on a course and a policy seminar on Groundwater Management for River Basin Organisations. This could potentially contribute to the preparation of online courses on groundwater management and to regional capacity building workshops. Through the work done by UNESCO-IHP and the International Law Centre (ILC) in preparing the Draft Articles on the Law of Transboundary Aquifers, UNESCO will contribute to the formulation of online courses on groundwater international law.
- UNESCO's Water Family includes 17 water-related Centres around the world as well as UNESCO Chairs and UNITWIN on water resources.
- The Intergovernmental Council of the UNESCO International Hydrological Programme is a gateway to further promote GEF IW results and findings, thus contributing to raising awareness at national and regional level and supporting the preparation of new groundwater related projects (contribution to enhanced Groundwater CoP and to key global dialogue processes)
- Examples of groundwater supplements for TDAs are being developed by UNESCO in the framework of various GEF projects and this can contribute to the formulation of specific guidelines on groundwater

The **Intergovernmental Oceanographic Commission of UNESCO (IOC/UNESCO)** will contribute support to the project management of this project. It is the only intergovernmental organization with a core mandate in science in all of the world's oceans. It serves as liaison within the UN system between the marine scientific community and the governments of its 147 Member States. Since the early nineties, together with NOAA and IUCN, IOC has promoted the Large Marine Ecosystem (LME) approach both from a conceptual and scientific point of view as well as on the ground by contributing to the formulation of GEF LME projects in various regions, and the development of a wide network of LME experts. There are a number of IOC programmes that contribute scientific and technical inputs to the GEF's LME programme and most specifically, IOC will be executing IW:LEARN's closely linked project, the LME/ICM/MPA LEARN project. This would in the long-term strengthen the sustainability of both projects by integrating the project inputs within a durable, recognized, programmatic and institutional framework. IOC is also leading the Open Ocean and LME components of the GEF "TWAP" project in cooperation with the other GEF agencies.

The **United Nations Industrial Development Organisation (UNIDO)** will contribute its business partnership program as well as staff resources to support the economic valuation activity. In particular the UNIDO business partnership has an annual budget of over USD\$200,000. The Green Industry Initiative which runs demonstration projects to showcase best practices for greening industry conducts research and awareness raising to promote the adoption of 'green industry' principles.

The **Institute of Water, Environment and Health of the United Nations University (UNU-INWEH)** will offer continued work on its mapping systems, policy briefs, peer-reviewed journals and various online thematic learning resources and courses.

The **World Wide Fund for Nature (WWF)** will support the project through its private sector engagement (e.g., significant partnerships with private sector companies, trainings on water footprints and water stewardship, water risk filter), gender and community-based conservation, and work on global legal conventions. Specific activities relevant to the IW:LEARN baseline includes:

- The WWF - The Coca-Cola Company (TCCC) Partnership offers a vehicle to bring in other stakeholders to build capacity and needed trust to deliver improved ecosystem based management with the private sector support. The partnership website⁸ on freshwater conservation includes lessons learned on NGO-private sector engagement, and provides a series of checklists to help step others interested in partnering with businesses through the engagement process.
- The online Water Risk Filter⁹ has been widely regarded as an important innovation that covers a holistic risk assessment and a well-structured set of mitigation responses and case studies. In the first ten weeks, it attracted >15,000 unique visitors from 113 countries, >1,500 (corporate) users registered who assessed >25,000 facilities in almost all the river basins of the world.
- WWF has been at the front of the NGO community in advancing global legal frameworks for improving transboundary basin management, with a focus on the UN Convention on the Law of the Non-Navigational Uses of International Watercourses (UNWC), the ILC Draft Articles on the Law of Transboundary Aquifers, and the UNECE Convention on the Protection and Use of Transboundary Watercourses and International Lakes (UNECE Water Convention). Since launching the UNWC Global Initiative in 2006, WWF has partnered with other NGOs, Government officials, expert organizations and donors to produce a wealth of learning materials about the UNWC and deliver numerous global, regional and national awareness-raising events and in-depth trainings among the relevant stakeholders.
- To help Coca Cola achieve its 2012 water efficiency target, WWF and Coca Cola jointly developed an interactive water resource management toolkit for plant managers in 2007, educating them how to reduce the water footprint of their direct operations. The toolkit enables plants to compare their water use with other plants and presents over 100 possible solutions to improve water use efficiency.
- WWF has been committed to implementing gender responsive conservation programs for more than three decades. WWF has experience across its network in delivering seminars and short courses in natural resources management and protection, including Social Development for Conservation (SD4C), which are informed by our on-the-ground experience working with communities. WWF also has experience working with the private sector on ensuring the integration of social dimensions, including gender, in conservation projects (e.g., with Coca Cola Company, Johnson & Johnson). With more than 30 staff across the network that focus on developing, implementing, monitoring, and evaluating conservation projects that highlight the

⁸ <http://www.wwfcocolariverbasin.org>

⁹ www.waterriskfilter.org

benefits of mainstreamed gender considerations, WWF continues to be a leader in social development for conservation.

- As part of the UNWC Global Initiative, WWF has coordinated the development of many online trainings, booklets, policy briefs, and series of regional, basin and national studies on UN Watercourses Convention to advance country's understanding of global legal frameworks.

2 STRATEGY

2.1 Project rationale and policy conformity

The project contributes, through its various components, to the first three strategic objectives delineated in the GEF5 focal area strategy for international waters. As a contribution to portfolio-wide knowledge and experience sharing, the proposed project specifically supports the GEF5 IW Strategic Objective 3 to support foundational capacity building, portfolio learning, and targeted research needs for ecosystem-based management of transboundary water systems, and to realize its Outcome 3.3 to enhance IW portfolio capacity and performance from active learning/ KM/ experience sharing. The project will specifically support Outcomes 1.1/2.1 to improve the implementation of agreed Strategic Action Programs. This project will also address Outcomes 1.2/2.2, by fostering cooperation through regional dialogues on transboundary waters. The project will facilitate Outcomes 1.3/2.3 through various types of capacity-building activities that deliver innovative solutions to projects and partners. Also, the project will draw on specific work by UNDP on melting high altitude glaciers to support Outcome 3.2. Finally, the GEF5 Strategy makes note on p10, that the GEF's "intention is to keep an emphasis on active learning and South-to-South experience sharing for the GEF IW portfolio through new "Communities of Practice" and foster engagement with the private sector." Component 3 of this project specifically addresses both elements of this strategy through new activities in support of freshwater communities of practice and guiding the portfolio on how to engage private sector.

The GEF5 IW Strategy Notes on page 4, paragraph 14, "...experience sharing and learning within the GEF IW portfolio will be enhanced based on successful pilots in this focal area (GEF IW:LEARN) as noted by OPS4. The cross-project learning and knowledge management already piloted in the IW focal area will be even more critical in GEF 5 as new knowledge and techniques related to climate variability and forecasting will need to be absorbed by States collaborating on transboundary water systems."

The project will specifically support draft GEF6 Program 1.1 on fostering cooperation and economic growth through regional dialogues on transboundary waters as well as enhanced work on supporting economic valuation. This phase will also respond to a specific call in Program 2.1 in terms of mainstreaming gender in SAPs, by supporting improved guidance on how projects can incorporate gender-sensitive actions. Also, the project will draw on specific work by UNDP on melting high altitude glaciers to support Program 1.2. As mentioned earlier, the project will specifically target Program 2.1 to advance conjunctive management of surface freshwater and groundwater, as well as Program 2.2 to address the Water/Food/Energy Ecosystem Security Nexus, through a set of activities in Component 3 on supporting freshwater communities of practice.

As noted at page 119, paragraph 38, of the GEF6 Programming Directions: *"Over a decade of GEF support within the International Water Focal Area has led to a whole range of experiences, innovations and lessons. GEF's efforts to harness this knowledge capital and exchange experiences within its 'learning project'— the IW:LEARN—has proven highly successful and has been recognized by partners. GEF6 will step up its knowledge management and learning efforts, work with partners, including key NGOs active in international cooperation on freshwater and oceans. This will enhance exchange between scientists and practitioners within the GEF portfolio, as well as serve as a model for effective knowledge management for other GEF focal areas. Emphasis will be kept on active learning across the portfolio and enhancing the impact of GEF-funded interventions and south-south experience sharing."*

2.2 Country ownership: country eligibility and country drivenness

As with all GEF projects, being country-driven is the sine qua non for the proposed project, and all IW projects assisted by IW:LEARN have the country GEF focal point endorsement. GEF IW:LEARN aims to support and improve the management of GEF IW projects¹⁰ and enhance project capacity to address national priorities and plans. The proposed project will support all these various regional, national and local strategies by building networks, creating tools, improving linkages, harvesting best practices and generating knowledge. The proposed project will also have a focus on building capacity at the national level through SAP actions and regional workshops. In terms of indicators, the IW:LEARN website has received a total of 1.3 million hits, including 27,000 unique visitors from more than 120 countries and its targeted training activities have served people from more than 100 countries. It is envisioned that such service levels can be sustained and increased with the proposed project and will be tracked with new indicators related to results-based management. The International Waters Conferences also have a specific focus on the inclusion of government representatives, featuring, on average, about 70 countries per conference. Finally, the project will feature a scaled-up approach to fostering transboundary cooperation, the afore-mentioned regional dialogue process pioneered in previous phases together with GWP, which focuses on supporting dialogue between countries on transboundary water issues as a trust and confidence building activity.

2.3 Design principles and strategic considerations

The project links together the main policy processes in relation to the global transboundary waters agenda, primarily through sharing the best practices and experience of the GEF IW global portfolio. The project meets GEF IW strategic long-term Objective 1 to foster international, multi-state cooperation on priority transboundary water concerns through more comprehensive, ecosystem-based approaches to management, and Objective 2 to catalyse transboundary action addressing water concerns, by assisting countries to utilize the full range of technical assistance, economic, financial, regulatory and institutional reforms that are needed, and in particular by supporting activities that enable countries to learn to work together on their key transboundary concerns, set priorities for joint action; and implement those actions if a political commitment to sustainability is shown.

The project will deliver global environmental benefits by fostering conditions for improved GEF IW project delivery and impact for transboundary water systems per the GEF Operational Strategy. Additionally, it will facilitate inter- and intra-regional adaptive learning processes necessary to accelerate the achievement of water resource-related targets as prescribed by the Johannesburg Plan of Implementation (JPOI), the Millennium Development Goals (MDG) and now the Sustainable Development Goals (SDGs). This is a critical change in IW:LEARN in focusing more on global SDGs on Water and Gender, to help the portfolio ensure its contribution whenever local demonstrations are conducted and to ensure that capacity exists to include gender mainstreaming.

Building directly on the foundations of the GEF IW portfolio of river, lake, groundwater and large marine ecosystem projects, as well as the last three phases of the GEF IW:LEARN (projects from 1998-2014 inclusive). The project will raise the profile of transboundary water governance at the international level as a united GEF contribution to make a difference globally on the dialogue for this scale of action involving one-half the people on the planet and 65% of land area and all ocean area.

¹⁰ As a global project, GEF IW:LEARN aims to provide support where appropriate to all GEF eligible countries

It will establish mechanisms for learning in the four key GEF regions. It will aim at catalysing action and enhancing the effectiveness of the GEF International Waters portfolio through the provision of knowledge and the application of innovative techniques.

The project will also (through the training provided, workshops, exchanges, twinings etc.) assist the broader IW portfolio meet their commitments to United Nations Development Assistance Framework (UNDAF), Country Programme Outcomes, and the promotion of gender mainstreaming and considerations to climate change adaptation.

2.4 Project objective, outcomes and outputs/activities

Project Objective: To strengthen knowledge management capacity and promote scaled-up learning of disseminated experiences, tools and methodologies for transboundary waters management—across and beyond the GEF IW portfolio, together with a global network of partners—in order to improve the effectiveness of GEF IW and partner projects to deliver tangible results and scaled-up investments.

IW:LEARN will deliver this objective through the accomplishment of five Outcomes:

- **Outcome 1:** Increased experience sharing and replication of successes throughout and beyond the IW portfolio, as well as enhanced stakeholder buy-in to GEF IW project interventions
- **Outcome 2a:** Enhanced portfolio and partner capacity at the regional and global levels, and portfolio-wide dialogue opportunities for increased transboundary cooperation
- **Outcome 2b:** Increased global awareness of GEF results and additional partner collaboration with GEF projects
- **Outcome 3:** External partnerships mobilized and working together for improved learning and knowledge management, through an enhanced global freshwater Community of Practice—to impact results and advance conjunctive management of water resources
- **Outcome 4:** Increased capacity of beneficiary governments, intergovernmental bodies and GEF projects to implement agreed actions identified in existing Strategic Action Programs, with an eye to long-term sustainability

These Outcomes will be delivered through four inter-linked, and mutually supportive, components:

- **Component 1:** Support the Harvesting, Standardization, Dissemination and Replication of Portfolio and Partner Results, Data and Experience
- **Component 2:** Share Knowledge and Results Across Projects and Partners (Through Dialogue Processes and Face-to-Face Capacity Building) to Advance Transboundary Water Management
- **Component 3:** Expand Global Freshwater Communities of Practice to Advance Conjunctive Management of Surface Freshwater and Groundwaters and Source-to-Sea Linkages with Marine waters and Partner with New Enterprises on Initiatives to Better Manage International Waters.
- **Component 4:** Launch Programmatic Tools to Improve Portfolio Performance and Sustain Project Interventions.

2.4.1 Component 1: Support the Harvesting, Standardization, Dissemination and Replication of Portfolio and Partner Results, Data and Experience

Knowledge management can be viewed as the development of a set of specific actions to share, organize, enhance and present the knowledge of an individual or an institution, so that knowledge products and know-how can reach the largest number of beneficiaries in a timely manner. One set of actions transforms knowledge from one form to another (for example, innovation and learning occurring as a result of the flow and transformation of information into knowledge).

Information management, backed by a robust content or knowledge management platform, forms a key IW:LEARN service that backstops the experience-sharing and capacity-development activities the project conducts. This project proposes to enhance visibility of project results through more readily useable tools, guides and materials in order to catalyse experience sharing among projects and replication of successes throughout the portfolio.

First, this will centre on upgrading the IW portfolio visualization tool—a spatially-based reporting system—to be based on different types of project inputs, GEF IW tracking tool reporting as well as outputs pioneered by the GEF Transboundary Waters Assessment Programme (TWAP). The visualization tool will also be made interactive to ease the portfolio's ability showcase their information. It will improve visualization of basic and essential project information, as well as key results. This improved access to portfolio information will better highlight its achievements to donors and other key audiences.

Second, the component will include expanding the IW:LEARN website through linkage with partners' online knowledge platforms and serving, for example, as an information exchange for beneficiaries to access services from the global freshwater MoU partnership. In addition, the activity may support coordination and assistance to the efforts of the GEF Secretariat's results-based management and GEF focal area-wide knowledge management teams and processes.

Third, together with the partner contributions the component will support regular publication (monthly) of Electronic Newsletter including events and announcements pertaining to the IW portfolio, as well as blogs and mailings.

Fourth, the component will draw together lessons learned and best practices on priority IW topics across projects and partners and synthesize the information in the form of multimedia policy briefs and case studies to be made available to the all GEF IW portfolio stakeholders via various appropriate means. The project will work with the knowledge management and results-based management teams within the GEF secretariat on percolating IW:LEARN tested approaches.

Finally, the component will conduct semi-annual information and communication training on applying cost-effective and state-of-the-art technologies to improve the management and visualization of information by GEF projects.

Outputs from this component will benefit all project stakeholders, particularly GEF IW projects and partners, but will also provide critical information about the GEF IW portfolio to external stakeholders to promote replication of project experiences. This component aims to provide unrestricted access to an integrated suite of dynamic tools and reliable knowledge networks, project and partner platforms and portals, governments and the broader environment community, to support the wide analysis, dissemination and integration of IW portfolio results and experiences into decision making processes at various scales (global, regional and national).

Five sub-components are foreseen under Component 1:

- **Sub-component 1.1: Upgraded IW portfolio visualization tool, including a spatial data-based results reporting interface and standardized indicator-based reporting of project interventions**
- **Sub-component 1.2: IW:LEARN website incorporating partners' online knowledge platforms, serving global network learning partnership and supporting GEF IW results-based management and GEF-wide knowledge management activities**
- **Sub-component 1.3: Published IW e-newsletter, blogs, and mailings on current transboundary IW issues**
- **Sub-component 1.4: Synthesis reports on portfolio and non-GEF approaches on priority topics addressing the management of transboundary water systems**
- **Sub-Component 1.5: Training on information and communication technology for improved management of information by GEF projects**

Sub-component 1.1: Upgraded IW portfolio visualization tool, including a spatial data-based results reporting interface and standardized indicator-based reporting of project interventions

Summary of outputs, outcomes and budget

The expected **output** from sub-component 1.1 is:

Upgraded IW portfolio visualization tool, including a spatial data-based results reporting interface and standardized indicator-based reporting of project interventions

The expected **outcome** from sub-component 1.1 is:

Increased experience sharing and replication of successes throughout and beyond the IW portfolio, as well as enhanced stakeholder buy-in to GEF IW project interventions

The costs for sub-component 1.1: GEF Grant USD 202,490;

This sub-component links to the following sub-components: 1.2 Project Website, 1.4 Information Synthesis, 1.5 ICT Training, 3.3 Source-to-Sea Linkages, 4.1 IW Awareness Raising Kit, 4.1 Economic Valuation, 4.3 SAP Implementation Good Practice

This sub-component links to the following sub-components in LME:LEARN: L1.2 Database of GEF LME, MPA and ICM projects

During the last phase of IW:LEARN, a portfolio visualization tool and decision support application linked to information resources across the IW:LEARN website have been developed to provide access to project data using a variety of open-source interactive maps. Three distinct visualization tools have been created:

- ◆ The Portfolio Visualization Tool displays past and ongoing IW projects on a global map and can be organized and visualized on the basis of ecosystem type, project office location, implementing agency, project type, and more.

- ◆ The IW Geonode platform allows the user to explore a variety of maps produced from existing content or upload, create and share new spatial data. This customizable tool is a major tool for projects to generate custom maps with their own data and information for their own purposes.
- ◆ The IW Portfolio Results Archive uses data collected from the IW Tracking Tool to display the progress and results of IW projects on a global map. This trio of innovative features allows GEF projects and agency staff, stakeholders as well as the general public, to obtain a basic snapshot of GEF IW project achievements, and connects users to where they can find more in-depth information about each project for continued learning.

While the efforts to visualize portfolio data have seen some successes, the GEF and its stakeholders still need a more comprehensive picture of the results and impacts of the IW portfolio. A challenge to achieving a dynamic, informative and useful tool is the lack of data provided by projects.

This sub-component will provide the GEF IW portfolio with an upgraded visualization tool, which will draw additional spatial data both from GEF projects but also the project's partners. First the component will finalize the set of specifications and the choice of geospatial components to be developed. Second, the sub-component will see a consolidation of the various existing IW:LEARN visualization tools as well as upgrades to the latest open-source applications. Third, the activity will allow integrating and visualising data from project partners. This same activity will include spatial data-based results reporting and indicator-based reporting of project interventions within the portfolio, sourced from an improved Portfolio Results Archive database. Fourth, the sub-component will address the display of some existing project spatial data or at least meta-data links. Fifth, the sub-component will promote viable Spatial Data Infrastructure (SDI)¹¹ defining guidelines for projects to prepare and uptake their results in IW:LEARN visualisation tool, as well as the promotion of data sharing at various scales (portfolio-wide, national, regional, global) building up on the experiences of partner organizations (e.g., UNEP, UNDP, World Bank, NOAA) and portfolio learning projects (TWAP, LME:LEARN, Blue Forest and Blue Carbon, Floods and Droughts, ABNJ:LEARN). Sixth, the sub-component will work with a number of projects to develop showcase examples of spatial data visualization at the project level.

The main objective of the sub-component is to improve the GEF IW portfolio visualization tools to include a spatial data-based results reporting interface along with relevant spatial data from partners. The sub-component will contribute to the overall component outcome by increasing replication as well as enhanced stakeholder buy-in by making increased amounts of spatially-based portfolio information widely available. The sub-component will be managed by the project coordinating unit.

It is expected that the sub-component will leverage considerable partner resources through the provision of useful information layers that are served through web services (interoperable with the IW:LEARN website). Several sources will be considered, analysed and discussed, such as a number of UNEP initiatives (UNEP Live, GRID Geneva monitoring and visualization of environmental change hotspots, UNEP WCMC, UNEP Data management for Regional Seas Programme), and those of other partners (UNESCO International Groundwater Resources Assessment Centre (IGRAC), the work of TNC and UNU) where applicable. **The project will also liaise specifically and share experience with the GEF Secretariat's results-based management and knowledge management teams, which are expanding efforts in this area, to collaborate on pursuing and archiving data.**

¹¹ A spatial data infrastructure (SDI) is a data infrastructure implementing a framework of geographic data, metadata, users and tools that are interactively connected in order to use spatial data in an efficient and flexible way. Another definition is "the technology, policies, standards, human resources, and related activities necessary to acquire, process, distribute, use, maintain, and preserve spatial data"

Sub-component 1.1 is comprised of six activities:

- Activity 1.1.1: Final specifications and prioritization of geospatial components
- Activity 1.1.2: Consolidated and upgraded IW portfolio visualization platform
- Activity 1.1.3: Improved reporting of portfolio progress and outputs
- Activity 1.1.4: Display of existing project spatial data
- Activity 1.1.5: Promote a viable Spatial Data Infrastructure (SDI) and Guidelines
- Activity 1.1.6: Work with Projects to visualize their Spatial Data

Activity 1.1.1: Final specifications and prioritization of geospatial components

This activity will finalize the full list of specifications for the new sets of IW:LEARN visualisation tools in concert with the GEF IW Task Force. This activity will also analyse and propose a list of relevant external layers to offer for display to users. The PSC and PCU will complete and prioritize this list of external layers. This activity will be completed during the inception phase, and is a pre-requisite to the other activities in this sub-component.

Activity 1.1.2: Consolidated portfolio visualization platform

The activity will see the upgraded and consolidated IW:LEARN Visualization Tool, based on the set of specifications developed in Activity 1.1.1. This will be done through an optimization of the current IW:LEARN geospatial node to centralize and manage all project information. This solution will have the following advantages:

- Allow users to access IW:LEARN hosted geospatial data from a unique interoperable centralized platform compliant with recognized international geospatial standards (OGC¹², ISO). This will allow external layers to be displayed in IW:LEARN, and other platform to easily access IW:LEARN hosted layers.
- Improve the dynamic interaction between the project database and its geospatial representation, so that better visualization of project output and indicators can be achieved.
- Facilitate the discovery and access to geospatial data through specific metadata, which will dramatically improve the search functionality of IW:LEARN.
- Disseminate geospatial data related to projects in a more effective way.

The consolidated visualisation platform will result in better uptake of projects results and will minimize data duplication. Critically, the consolidated platform will have several functions, but at its core will be a simplified, interactive portfolio map. The improved mapping will feature the ability to click on basins or regions and obtain simple pop-out boxes with basic information on:

- Project title, PMIS #, agency
- Project and regional organization website
- TDA, SAP, Experience Notes, Results Notes
- Link to project/organization website maps and results/publications
- Any visuals (map, photos, videos)

¹² www.opengeospatial.org

- Project contacts/email

Activity 1.1.3: Improved reporting of portfolio progress and outputs

Sub-activity 1.1.3.1: Visualization of the portfolio results archive (PRA)

This sub-activity will promote further spatial data-based results reporting and indicator-based assessment of project results. At present, the portfolio reports on results primarily through reports such as the Project Implementation Review or GEF IW Tracking Tool submissions. In the previous phase, a Portfolio Results Archive was established to display some of this information (as described earlier).

Once this has been achieved, this sub-activity will support a revision of the database underlying the existing GEF IW Portfolio Results Archive. The database, sourced mainly from the GEF IW tracking tool and project evaluations, will be modified to adopt a basin-centric approach to ease the display of results and indicator-based measurement of portfolio impact in terms of process and stress reduction results. A further improvement will see the addition of time-series data over multiple years of the tracking tool. A possible example would be to show countries' ratification of the Cartagena Convention over time, based on a specific data formatting. This will permit the visualization of trends in terms of GEF IW project results. The database will also see a consolidation and prioritization of the numbers of layers (i.e. moving away from incorporation of all IW Tracking tool indicators). Priorities will include: legal frameworks, trans-boundary bodies, inter-ministerial committees, TDA endorsement, SAP implementation, and key stress reduction results (nutrient pollution, fisheries pressure mitigation, protected areas, rehabilitation and so forth). PSC and PCU will be in charge to prioritize these layers.

Importantly, new attributes will be added to the database, based on the GEF IW project demonstration sites. These attributes will include basic information on location, results, and photos that convey the results and learning from these demonstration sites through a narrative text.

The revision and content management of the database will be performed by the PCU, as well as prioritization and provision of narratives related to demonstration sites. Linkage and visualization will be developed by UNEP.

Sub-activity 1.1.3.2: Sub-activity: visualization of geospatial data from other projects

The activity will see the integration of geospatial data from various partner organizations into the IW:LEARN-based visualization platform (both from UNEP divisions but also beyond, covering GEF IW projects, transboundary basin and regional organizations, GEF Agencies and other IW stakeholder partners). Similarly, the extensive array of spatial data collected by the partners in the GEF TWAP, will be served from the consolidated platform through OGC services. This will ensure the accessibility to TWAP layers through IW:LEARN.

Taken together, these two components of the Visualization Tool will provide GEF projects and other website users with the ability to combine various types of information, in addition to the basic GEF project data which is IW:LEARN's core focus. The power of this approach will allow GEF and other users to create a composition of layers (globally, regionally, basin scale) by overlaying layers that are served by the Visualization Tool, whilst simultaneously indicating the work of the GEF IW project at that same scale. These maps will promote and support replication and scaling-up of the GEF IW project results and experiences.

Activity 1.1.4: Display of Past Project Geospatial Data

This activity will be a modest attempt to preserve and archive existing **and easily accessible** GEF IW project spatial data. GEF IW:LEARN has already been engaged with such work, having added over 300 project-supplied spatial data layers to its IW GeoNode visualization platform. This activity will see the addition of spatial data from past and closed projects where available and cost-effective, for example the Black Sea, Danube, Caribbean, and South China Sea projects. This addition will support GEF efforts to show a baseline in specific basin contexts, as well as support the overall goal of being able to indicate impacts and real change.

The final list of projects and data sets to be taken-up will be finalized during inception phase. This document will be produced in close consultation with the contact point (or Institution) of the closed projects and with GEF IW:LEARN PCU members.

Activity 1.1.5: Promote a viable Spatial Data Infrastructure (SDI) and Guidelines

This activity will see the development of guidelines on how to prepare data and metadata produced by projects (e.g., format, projection, resolution, metadata template, etc.) so that they can be easily updated and visualised in the IW:LEARN platform. These guidelines will ensure a viable and sustainable IW:LEARN Spatial Data Infrastructure (SDI), which is the necessary technical backbone for all geospatial data visualisation in the website and for ensuring access to these data by other external platforms and websites (i.e., the interoperability aspect). This activity will also promote the sharing of data sharing at various scales (portfolio-wide, national, regional, global) based on the experiences of partner organizations (e.g., UNEP, UNDP, World Bank, NOAA) and portfolio learning projects (TWAP, LME:LEARN, ABNJ:LEARN).

These guidelines will also serve as a basis for some of the training material developed in activity 1.5 and given during the bi-annual training workshops.

Activity 1.1.6: Work with Projects to Visualize their Spatial Data

GEF IW:LEARN works with IW projects to enable them to visualize data gathered by the projects. Previously the project worked with them to publish spatial data layers using the GeoNode system. Good examples include the UNDP-GEF Lake Baikal and Dinaric Karst Transboundary Aquifer projects, and PEMSEA¹³. In this phase, the PCU will identify a number of IW projects to achieve similar results. The projects will be selected and distributed across different ecosystem types and regions, but the priority for project selection will be the quality and usefulness of the geospatial data sets already available. These projects will be asked to follow the SDI guidelines produced in activity 1.1.5. **Project data or the meta-data leading to it will be stored** in the IW:LEARN Consolidated Visualization Tool. The activity will support the overall sub-component objective by increasing the amount of spatial data available from projects.

Sub-component 1.2: IW:LEARN website incorporating partners' online knowledge platforms, serving global network learning partnership and supporting GEF IW results-based management and GEF-wide knowledge management activities

¹³ www.pemsea.org

Summary of outputs, outcomes and budget

The expected **output** from sub-component 1.2 is:

IW:LEARN website incorporating partners' online knowledge platforms, serving global network learning partnership and supporting GEF IW results-based management and GEF-wide knowledge management activities

The expected **outcome** from sub-component 1.2 is:

Increased experience sharing and replication of successes throughout and beyond the IW portfolio, as well as enhanced stakeholder buy-in to GEF IW project interventions

The costs for sub-component 1.2: GEF Grant USD 501,440

This sub-component links to the following sub-components: All

This sub-component links to the following sub-components in LME:LEARN: L1.2 Database of GEF LME, MPA and ICM projects, L3.1 Internet-based portal twinning and learning , L4.1 Interactive web site and social network sites

Since IW:LEARN's pilot phase, the website (www.IW:LEARN.net) has been the face of the project towards the portfolio. What began in 2000 as a basic platform to host workshop proceedings has progressed into an enormous content management system. The IW:LEARN website now hosts over 4,300 documents and receives, on average, over 6,500 unique monthly visits. Since monitoring with Google Analytics began in September 2008, the IW:LEARN website has received a total 1.1 million unique page views – including 474,000 unique visitors – from more than 120 countries. Over 77% of GEF IW project staff indicated they use the IW:LEARN website in their regular work. All existing IW projects (and over half of closed projects) store project documents and outputs on the IW:LEARN website, which contains more than just documents, with news, events, contacts, and spatial data constituting other critical elements. In addition, the website is the central tool for many of IW:LEARN's services. The portfolio visualization tool, IW:LEARN website toolkits (hosted individual project websites), project website archives, collaborative workspace and learning manuals on topics like project management, the TDA-SAP and private sector engagement are all hosted by the website.

This website is the main on-line presence that serves as a cornerstone for GEF IW:LEARN to reach as many practitioners as possible. Like all websites, it has consistently undergone changes and upgrades, and will continue to evolve as it strives to balance delivering content with the right technology. It will continue to require resources to upload and manage information. Other IW:LEARN tools/resources that users may access generally are contained within or made available from this web presence.

This sub-component will feature a number of activities that will improve the overall user experience of the website in terms of its functionality. First, the website will be upgraded to include application program interfaces (APIs) to improve and automate sharing between platforms. Second, the existing portfolio results archive will be expanded to include data on results on stress reduction from GEF IW project demonstration sites (linked to improved tool in sub-activity 1.1.3). Third, the sub-component

will improve website search functionality by enhancing aspect-based navigation¹⁴ on the website. Fourth, the sub-component will feature an activity that establishes automatic information links with the global MoU partnership learning network's online resources, as well as those of the UNDP-GEF LME:LEARN project.

The sub-component has the objective:

- ◆ To deliver an upgraded website which provides an improved user experience for the GEF IW portfolio

The sub-component will support the overall component outcome goal of increasing experience sharing and replication, by improving project access to IW:LEARN.net resources as well as increasing the volume of experience-related content on the website.

The sub-component will be managed by the project coordinating unit. The sub-component will interact principally with project partners as appropriate to obtain content for the website. The sub-component will also provide the GEF IW:LEARN Toolkit level of services to the LME:LEARN project as it is with the other GEF IW projects.

The sub-component will leverage contributions from partners. UNDP will provide content from its Water and Ocean Governance Programme. UNEP will provide content from its science to policy, ecosystem management, Regional Seas and related knowledge management activities. Content from GWP's IWRM Toolbox will be contributed to the website. IUCN will be able to contribute vast amounts of information and data with tailored outputs. IUCN's knowledge management approach builds on WANI, which has collected information from project reporting including sets of stories and increasingly videos, but continues to be applied in other on-going initiatives such as the Regional Knowledge Network on Systemic Approaches to Water Resources Management (R-KNOW) operating in the Middle East and North Africa. TNC can contribute content from its main associated websites, including content on partners and partnership activities. UNU will continue development of the KIM-UNU database, document, management and mapping system (the base technology used for the UNEP-GEF IW:Science project)

Sub-component 1.2 is comprised of four activities:

- Activity 1.2.1: Enhancement of the IW:LEARN.net's website functionality and design
- Activity 1.2.2: Expansion of the GEF IW Portfolio Results Archive to Feature Stress Reduction Data
- Activity 1.2.3: Introduction of Aspect-Based Navigation to the IW:LEARN.net website
- Activity 1.2.4: Establish dynamic linkage with the Global MoU partnership websites and the LME:LEARN project website

Activity 1.2.1: Enhancement of the IW:LEARN.net's website functionality and design

Improved and brand-new website design features based on recommendations prepared by Zentraal¹⁵ as well as user requirements received from key partners will be deployed. These affect all the primary parts of the website, namely: Project database, Portfolio visualization, Project Results Archive, Document Library, Communities of Practise, Website toolkits, E-bulletin, Website Archives, Manuals on topics like Project management, TDA-SAP methodologies, Private sector Engagements,

¹⁴ Aspect-based navigation refers to the possibility to navigate and discover content thematically, i.e. by keywords based on subject-matter, content type or geography

¹⁵ Zentraal provided a list of 54 recommendations to improve the website during the previous phase

IW Contacts, Media gallery, IW News, Events, Jobs. The changes will make the website more user-friendly and improve the overall user experience. Critical improvements will be made to the navigation, layout and design of pages. Particular attention will be made to improvements in the website search engine. The new website will feature enhanced use of nested drop-down menus that reduce the number of clicks needed to find information. Some example recommendations (out of 54) include, but do not exclude:

- Implement drop-down menus to expose more content within fewer clicks
- Use the three-click rule as a metric to evaluate the success of navigational choices and tuning over time.
- Create role-based navigation entry points, such as “For Project Managers

Activity 1.2.2: Expansion of the GEF IW Portfolio Results Archive to Feature Stress Reduction Data

The existing portfolio results archive will be expanded to include data on stress reduction results from GEF IW project demonstration sites (to be visualized with improved tools in 1.1). In the previous phase, the project coordination unit built the GEF IW portfolio results archive with information (obtained from projects as well as content research) on the IW portfolio’s achievements in terms of process. The PCU established a system based around rankings set through the GEF’s IW Tracking Tool (and its derivatives) and where appropriate, other Focal Area Tracking Tools. In this phase, the PCU will focus on building out the Portfolio Results Archive functionality to feature stress reduction data from project demonstration sites. The PCU will work to acquire this data from projects. The data will also be visualized in conjunction with sub-component 1.1. The data acquired will help to support the outcome goal of increasing replication, as well as other component outcomes of increasing awareness of GEF IW project results.

Activity 1.2.3: Introduction of Aspect-Based Navigation to the IW:LEARN.net website

This activity will improve website functionality by introducing aspect-based navigation to the website. The PCU will focus on improving the tags attached to content in the website, specifically ensuring that all content possesses appropriate geographic, thematic and type tags. This process will result in a vastly improved navigation of the website whereby users can easily discover relevant content. It will support the goal of increasing replication by making it easier to discover useful information.

Activity 1.2.4: Establish dynamic linkage with the Global MoU partnership websites and the LME:LEARN project website

This activity will establish dynamic linkage and illustrative communication tools with the global MoU partnership learning network’s online resources, as well as those of the UNDP-GEF LME:LEARN project. The PCU will work with project partners, especially UNDP, GWP, TNC and IUCN to make their applicable content available via the IW:LEARN.net website. The PCU will also work with the UNDP-GEF LME:LEARN project to develop its online presence using the IW:LEARN toolkit. The activity will support the sub-component by increasing the volume of relevant content for projects to replicate in their implementation.

Sub-component 1.3: Published IW e-newsletter, blogs, and mailings on current transboundary IW issues

Summary of outputs, outcomes and budget

The expected **output** from sub-component 1.3 is:

Published IW e-newsletter, blogs, webinars, videos and mailings on current transboundary IW issues

The expected **outcome** from sub-component 1.3 is:

Increased experience sharing and replication of successes throughout and beyond the IW portfolio, as well as enhanced stakeholder buy-in to GEF IW project interventions

The costs for sub-component 1.3: GEF Grant USD 98,540;

This sub-component links to the following sub-components: All

This sub-component links to the following sub-components in LME:LEARN:

Information dissemination refers to the circulation of project and partner news via the project's website, e-mailing lists and newsletters. Increasingly, dissemination also refers to the use of various social media platforms (such as LinkedIn, Twitter and Facebook) as well as audio and visual means (posting of project experience videos on platforms such as Youtube). GEF IW:LEARN utilizes all these means and has produced over 44 E-bulletins and 14 newsletters.

The sub-component will disseminate content, keyed to learning themes, sought from the GEF IW portfolio, partners of those projects (through tools such as RSS-feeds), GEF Agencies, IW:LEARN partners and, where applicable, from organizations beyond the portfolio. Dissemination will become more targeted to key audiences (policymakers/national counterparts, project managers, agencies, freshwater community). Finally, the sub-component will focus on promoting greater dissemination of the synthesis reports through a wide range of online and direct communication channels including through partners, international workshops, national, regional and global intergovernmental and scientific processes.

The sub-component has the following objectives:

- ◆ Maintain portfolio cohesion and replication of experience through compilation and dissemination of information on key portfolio and partner events, news, results and other content
- ◆ Promote linkages between the GEF IW portfolio and external partners in project implementation through sharing of information

It will contribute to the component outcome by providing timely and useful information about the portfolio's experiences and successes for replication as well as promoting enhanced GEF IW stakeholder buy-in to the work of the projects.

The sub-component will be led by the Project Coordination Unit.

The project will leverage the support of several project partners. Content will be sourced from IRF's network, website, outreach products and announcements placed on social media. TNC produces a newsletter called Water Source, a green science blog, freshwater cafes and staff blog series on various topics, a TNC Great Rivers newsletter, and TNC magazine, from which content will be sourced. UNESCO-IHP will contribute to IW:LEARN.net as well as to newsletters' content, blogs, webinars and videos on groundwater-related issues. UNEP will contribute from its communications

and outreach activities and materials, including the UNEP Policy Series on Ecosystems Management and Our Planet.

Sub-component 1.3 is comprised of three activities:

- Activity 1.3.1: Produce regular electronic bulletins highlighting project, partner and portfolio news, events, results
- Activity 1.3.2: Disseminate information through social media, blogs and mailing lists
- Activity 1.3.3: Promote wide dissemination of project outputs and tools

Activity 1.3.1: Produce regular electronic bulletins highlighting project, partner and portfolio news, events, results

The GEF IW:LEARN e-bulletin is a regular circular of information regarding upcoming meetings, projects specific news, interesting tools and applications of relevance to the GEF International waters community (and projects in particular). It serves as a mechanism to widely share highlights and news drawn from GEF IW projects and partners with over 2,700 water practitioners. The PCU will focus on establishing automatic feeds with projects and partners (where they do not already exist) to automatically populate the website news section as well as provide content for the monthly e-bulletin. In addition to the regular bulletin, the PCU will prepare targeted bulletins to specific stakeholder subsets on an ad hoc basis where necessary, and per the Communications Strategy. The activity will involve consultation with all partners and will help to support the sub-component objective of disseminating timely and useful information.

Activity 1.3.2: Disseminate information through social media, blogs and mailing lists

An email marketing software company reports that globally, 91 percent of the world's 2.4 billion email users check their inbox at least once each day (see: <http://blog.getvero.com/email-marketing-statistics/>), hence it is not surprising that even in the GEF IW portfolio, email communication has proven to be an irreplaceable and most preferred communication channel. At present, IW:LEARN maintains and sends targeted messages through the mailing lists for marine and freshwater practitioners, project managers/GEF Agencies, jobs and other ad hoc groups as necessary.

On the other hand, the dynamic and user-friendly features, free and easy access to online social network such as Facebook and Twitter have made social networks another viable communication and marketing tool for IW:LEARN activities and portfolio-wide milestones, events and announcements. Pew Research Center's Internet Project Combined Omnibus Survey conducted in September 2014 among 1,597 Internet users in the United States age 18 and older revealed that 71% use Facebook, 23% use Twitter and 28% use LinkedIn. To capture a small percentage of the social media users in countries where GEF IW projects exist will certainly help in reaching a wider audience. IW:LEARN currently has over 400 Facebook subscribers and over 250 Twitter followers and is also subscribed to the accounts of IW projects, partner organizations and other reliable sources of information.

This activity will aim for additional opt-in to both the mailing list and IW:LEARN Facebook and Twitter accounts as well as enhanced online interaction, through tactical messaging, as prescribed in the Communication Strategy, with the overall goal to contribute to increased buy-in to portfolio activities and knowledge products and services.

Activity 1.3.3: Promote wide dissemination of project outputs and tools

In line with the Communications Strategy, developed during the PPG phase, the project coordination unit, working with partner dissemination channels, will promote the wide dissemination of project outputs and tools (including Portfolio Visualization from Sub-Component 1.1, Synthesis Reports 1.4, Ecosystem Valuation Guidance 4.1, SAP Implementation Good Practices 4.2 as well as general promotion of events and technical assistance in Components 2, 3 and 5) through a wide range of online and direct communication channels including through partners, international workshops, national, regional and global intergovernmental and scientific processes.

Sub-component 1.4: Synthesis reports on portfolio and non-GEF approaches on priority topics addressing the management of transboundary water systems

Summary of outputs, outcomes and budget

The expected **output** from sub-component 1.4 is:

Synthesis reports on portfolio and non-GEF approaches to with on priority topics addressing the management of transboundary water systems

The expected **outcome** from sub-component 1.4 is:

Increased experience sharing and replication of successes throughout and beyond the IW portfolio, as well as enhanced stakeholder buy-in to GEF IW project interventions

The costs for sub-component 1.4: GEF Grant USD98,540;

This sub-component links to the following sub-components: All

This sub-component links to the following sub-components in LME:LEARN: L2.3 Demonstrations and dissemination of toolkits, L2.6 Publication of results

GEF IW:LEARN has historically been involved with various forms of knowledge transformation. The projects' knowledge transformation services have been generally well established since its operational phase (from 2004-2008). The primary manifestation of this has been a growing collection of IW Experience and Results Notes, which transform project knowledge into short and digestible case studies. However, it also includes a growing volume of other information synthesis products. These include regular longer-length publications, for example, on its website, IW:LEARN has published the following knowledge products: Handbook on Governance and Socioeconomics of Large Marine Ecosystems; TDA-SAP Methodology, GEF Project Management Manual, Private Sector Engagement Manual, Mainstreaming Climatic Change and Variability Manual, Gender and Water Online Exhibit and the GEF IW Community to Cabinet Publication. In addition, the project has produced guidance stemming from workshops and twinnings, such as those on catalysing governance structures, project communications and guidance on scaling-up investments. These knowledge products, together with hundreds of technical reports and publications from the

IW:LEARN community, have been disseminated to the community. Outreach and communications support and services help to increase awareness, scalability, replication, impact and sustainability of GEF IW investments.

The Sub-Component will retain Experience Notes as a key transformation tool. The project will continue to produce other materials that draw together lessons learned and best practices on key IW issues across projects and partners (for example along the lines of portfolio thematic areas and/or strategic and emerging priorities). Further outputs will take the form of multimedia policy briefs (e.g. sustainable finance, project communications strategies, ecosystem valuation, policymaker engagement, Water-Energy-Food Nexus). A second activity will introduce an innovation that will codify key lessons from projects as they close. The sub-component will also include further use of video as a tool for transforming knowledge.

The sub-component has the objective:

- To transform existing knowledge and information into forms targeted for consumption by the GEF IW portfolio, with an eye to making knowledge transfer more efficient and effective

It will support the component outcome by increased experience sharing and replication of successes through the circulation of codified experience.

The sub-component will be led by the project coordination unit.

The sub-component will leverage support from other project partners.

- UNDP will contribute knowledge products for information synthesis, including:
 - Water and Oceans Governance Programme publications/reports (Catalyzing Ocean Finance, Regional Water Intelligence Notes, Water Integrity Program, etc.) <http://www.watergovernance.org/publications>
 - UNDP Cap-Net (numerous guidance and tutorials on IWRM, conflict resolution, climatic variability and change, gender)
 - UNDP Central Asia Climate Change project will provide guidance on glacier melt
 - UNDP Ecosystem based adaptation guideline as a new and emerging tool linking ecosystem needs / with community needs for disaster preparedness and response
- UNEP has a vast range of experience producing assessments which synthesis the latest state of scientific knowledge on various topics to bring science to policy making, and identify emerging issues at global, regional and national scales, including: .
 - The Economics of Ecosystems and Biodiversity (TEEB) for Oceans
 - GEO for SIDS
 - World Water Quality Assessment
 - Vulnerability Assessment of Water Resources to Environmental Change series at global and regional scales (Africa, North-East Asia, South Asia, South-East Asia and West Asia)
 - Oceans Assessment building on The Assessment of Assessments (AoA): towards a Regular Process for global reporting and assessment of the state of the marine environment
 - Governing Marine Protected Areas
 - Hydropolitical Vulnerability and Resilience along International Waters: assessments were carried out in Africa, Latin America and the Caribbean, Asia, Europe and North America.

- Activities related to identification and communication of emerging issues to policy-makers including the UNEP Year Book series and the Global Environmental Alert Service (GEAS) and their successors
- Guidelines on Compliance with and Enforcement of Multilateral Environmental Agreements
- Guidebook for Policy and Legislative Development on Conservation and Sustainable Use of Freshwater Resources
- UNEP Nature for Water: Innovative Financing for the Environment
- TNC will contribute publications (reports, journal articles, guidance notes, syntheses of best practices, case studies) on the various themes of interest within the project (urban water blueprint, water stewardship, water fund and global hydropower reports; conservation-by-design framework; ELOHA toolbox publications, etc.)
- UNECE will contribute publications (as well as lessons from numerous meetings and workshops) currently under development such as the
 - Guidance note on benefits of transboundary cooperation (mid 2015)
 - Collection of lessons learnt and good practices on climate change adaptation in transboundary basins
 - Assessment of the nexus (inter-sectoral links, impacts, trade-offs) in selected transboundary basins, 3 of which have been/ are expected to be carried out in cooperation with GEF IW projects in the basins (Alazani, Niger, Syr Darya)
- UNU-INWEH will continue work on Technical and Policy Briefs
- UNESCO will share publications on groundwater, in particular from regular programmes such as
 - ISARM (Internationally Shared Aquifer Resources Management),
 - GRAPHIC (Groundwater Resources Assessment under the Pressures of Humanity and Climate change),
 - GWES (groundwater in Emergency Situations),
 - WHYMAP (World Hydrogeological Map)

Sub-component 1.4 is comprised of three activities:

- Activity 1.4.1: Develop and implement issue-based (multimedia) synthesis reports and guidance
- Activity 1.4.2: Produce IW Experience Notes and Establish a program of IW Achievement Notes
- Activity 1.4.3: Produce a short animation/video(s)

Activity 1.4.1: Develop and implement issue-based (multimedia) synthesis reports and guidance

During the inception phase, the PCU will work with partners to develop a concept for the issue-based synthesis reports and a pipeline of topics covering the most transformational experiences regarding the management of transboundary water systems, including GEF IW and non-portfolio examples, civil society and private sector approaches, to be produced over the duration of the project. The reports will adhere to topical priorities emerging from the capacity needs survey and portfolio mapping. The activity will contribute to the sub-component objective by transforming knowledge into consumable forms.

Activity 1.4.2: Produce IW Experience Notes and Establish a programme of IW Achievement Notes

The project will continue to work with GEF projects to produce IW Experience Notes on key project results/achievements. The project will aim to produce one such note every two months (with the support of the GEF IW Task Force as needed). In addition, the project will design a new template and work with projects approaching closure to more effectively document their most important results for replication. This new template will be known as IW Achievement Notes. This activity will increase accessibility of the experiences.

Activity 1.4.3: Produce short animation(s)/video(s) based on synthesis reports

The project coordination unit, working with partners, will produce a number of short animation/video(s) show-casing some of the best examples of transformational approaches to the management of transboundary water systems targeting the popular/social media and education. The videos will be based on the synthesis reports, which will adhere to topical priorities emerging from the capacity needs survey and portfolio mapping. The activity will contribute to the sub-component objective by transforming knowledge into consumable forms.

Sub-component 1.5: Training on information and communication technology for improved management of information by GEF projects

Summary of outputs, outcomes and budget

The expected **output** from sub-component 1.5 is:

Training on information and communication technology for improved management of information by GEF projects

The expected **outcome** from sub-component 1.5 is:

Increased experience sharing and replication of successes throughout and beyond the IW portfolio, as well as enhanced stakeholder buy-in to GEF IW project interventions

The costs for sub-component 1.5: GEF Grant USD 98,540;

This sub-component links to the following sub-components: 1.1 Portfolio Visualization, 2.2 International Waters Conference

This sub-component links to the following sub-components in LME:LEARN: L1.2 Database of GEF LME, MPA and ICM projects, L2.4 Data and Information Management Working Group established, L2.5 Training tools for DIM, L3.1 Internet-based portal twinning and learning

GEF IW:LEARN has historically facilitated targeted workshops and trainings for specific regions to address ICT concerns that are particular to a certain geographic area. To date, IW:LEARN has conducted 15 capacity building training workshops on information and technology issues. These workshops have covered a variety of topics, such as IW:LEARN's Website Toolkit, spatial data visualization and communications. As mentioned previously, IW:LEARN hosts over 50 project

websites. This support has critically meant that over 60% of the portfolio has an online presence consistent with the IW:LEARN website guidelines.

The sub-component will continue this service line through semi-annual information and communication training on applying cost-effective and state-of-the-art technologies to improve the management of information by GEF projects. Support for Website Toolkits will continue including website development, hosting, establishment, facilitation, and specialized assistance in developing and deploying tools such as GIS and visual data or graphics.

The activity has the following objective:

- ◆ Provide training on information and communication technology for improved management of information by GEF projects

It will contribute to replication by increasing the percentage of the portfolio with an online presence and also improving their capacity to effectively disseminate news and information on their results.

The sub-component will be led by the UNEP-implemented part of the project coordination unit.

This activity will catalyse support from partners, for example UNEP will contribute existing training modules and templates from their array of materials such as on Integrated Sustainable Coastal Development (ISCD); integrated environmental assessment (IEA); MOOC on Pathways to Climate Change Adaptation: the case of Small Island Developing States; capacity building for the National Reporting Systems (NRS); training on Waste Water Management, GEMS/Water: Water Quality Training modules.

Sub-component 1.5 is comprised of three activities:

- Activity 1.5.1: Produce and disseminate engaging information materials on ICT
- Activity 1.5.2: Conduct face-to-face and virtual ICT training
- Activity 1.5.3: Support projects and develop the IW:LEARN Website Toolkit

Activity 1.5.1: Produce and disseminate engaging information materials on ICT

The PCU will produce and disseminate engaging information materials and learning platforms (FAQs, videos, webinars) on emerging and innovative ICT themes targeted at managers and non-IT staff. The webinars will complement the face-to-face training and technical assistance provided elsewhere. The project will seek to engage its direct beneficiaries by providing this online training and information dissemination in support of data visualization, website hosting and approaches to communications. The PCU will work with partners to participate in the webinars.

Online courses and manuals will be developed to assist stakeholders, especially webmasters, in developing project websites, workspaces and using GIS applications. The existing IW:LEARN Website Guidelines will be updated and promoted among projects to ensure interoperability between websites. The activity will contribute to the sub-component by increasing the capacity of projects to maintain their web presence.

Activity 1.5.2: Conduct face-to-face and virtual ICT training

IW:LEARN will hold two workshops per year during the project duration, spread across the different GEF regions. The training will mainly showcase procedure on how to develop and maintain a project website using the toolkit and GIS training for projects with spatial data. This phase will continue to encourage GEF IW projects to cost-share the training, by sponsoring project staff attending the training. Projects attending this training will obtain comprehensive knowledge on information flow and sharing within the portfolio. The activity will contribute to the sub-component by increasing the capacity of projects to maintain their web presence.

Activity 1.5.3: Support projects and develop the IW:LEARN Website Toolkit

The activity will see the project creating, hosting and maintaining Website Toolkit-based project websites upon request. The toolkit already developed provides a range of functionality and layout possibilities. The activity will contribute to the sub-component by increasing the capacity of projects to maintain their web presence.

2.4.2 Component 2: Share Knowledge and Results across Projects and Partners (Through Dialogue Processes and Face-to-Face Capacity Building) to Advance Transboundary Water Management

In addition to IW:LEARN's web-based activities in Component 1 presence, considerable project value comes from its support to portfolio cross-learning, accomplished through workshops, training/capacity development events and conferences, and facilitating dialogue and twinnings¹⁶. The project proposes to enhance portfolio capacity building at the local, regional and global levels, and to establish effective portfolio-wide dialogue opportunities for south-to-south learning through a suite of programs and events. In addition, GEF IW:LEARN serves to increase awareness, scalability, replication and sustainability of GEF IW projects. Results, many communicable as lessons and best practices, need to be presented to the wider IW community to better manage and reverse the degradation of the world's principal transboundary water systems.

First, this project will facilitate twinning exchanges, covering iterative face-to-face learning missions between GEF IW projects and either other projects or project partners, such as regional/basin organizations and non-governmental organizations. This activity brings together project managers, scientists and technical experts, non-governmental organisation leaders, private sector and/or, policy makers for exchanges of project experiences and lessons learned.

Second this component will feature the 8th and 9th GEF Biennial International Waters Conferences, which in the past brought together about 300 participants from 70 projects, 80 countries and the GEF agencies, to share practical experience, apply evolving policies and procedures, address emerging priorities and improve overall project performance covering all water systems.

Third, this component will facilitate the replication of the trust- and consensus-building regional dialogue model, known as the Athens-Petersberg Process¹⁷, to promote transboundary cooperation in various regions.

Fourth, Component 2 will centre on regional and global training, through workshops, on specific topics for example: groundwater modelling, legal frameworks for transboundary cooperation, gender mainstreaming, economic valuation (linked with Component 4) and mainstreaming climatic variability and change. Workshops will be undertaken in collaboration with the LME governance project, with the support of partners in the Global Network¹⁸. The audience for these workshops will include all GEF IW projects and national level implementation partners, as well as members of relevant regional bodies and transboundary management bodies.

¹⁶ A twinning is defined as a face-to-face learning event, where one or more representatives of a project travel to another project or partner, to meet other project managers, scientists and technical experts, non-governmental organization leaders, and policy makers for exchanges of project experiences and lessons learned during multi-day or week "learning missions.

¹⁷ The Petersberg Phase II / Athens Declaration Process facilitates transboundary cooperation for the management of shared water bodies and their basins in Southeastern Europe. The Petersberg Process – Phase II is intended to provide support to translate into action the current developments and opportunities for future cooperation on transboundary rivers, lakes and groundwater management in the SEE. It is supported by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety and the World Bank. The "Athens Declaration" Process concerning Shared Water, Shared Future and Shared Knowledge was initiated in 2003. It provides a framework for a long-term process to support cooperative activities for the integrated management of shared water resources in the SEE and Mediterranean regions. It is jointly supported by the Hellenic Ministry of Foreign Affairs and the World Bank.

¹⁸ The Global Network to Advance Integrated River Basin Management, was established in March 2013 to coordinate and jointly deliver freshwater capacity-building activities on the basis of a MoU. The MoU has been co-signed by the Global Water Partnership, International Commission for the Protection of the Danube River (observer), the International Network of Basin Organizations, the International River Foundation, the International Union for the Conservation of Nature, GEF IW:LEARN, the Nature Conservancy and the World Wildlife Fund. The MoU provides a framework for a voluntary, cooperative, and committed effort by the organizations to work on circles of activities that build synergies between and among the organizations, and help leverage resources to support more river basins globally develop and implement IWRM.

Finally, Component 2 will focus on supporting participation in key global dialogue processes as an organizing partner (mostly of side events and in supporting GEF IW project participation at large international IW events to promote the GEF IW portfolio and to obtain tools and ideas to enhance its knowledge management activities. This sub-component is focused on supporting the GEF Secretariat through promotion of the portfolio's work to audiences well beyond the portfolio, again, with an eye to supporting the scaling-up of GEF IW investments.

Outputs in this component are intended to benefit all GEF IW portfolio stakeholders, but primarily aimed at building the capacity of projects themselves. However, some key outputs namely IW Conferences and regional dialogues will promote partnership building and transboundary cooperation beyond the existing portfolio.

Six sub-components are foreseen under Component 2:

- **Sub-component 2.1:** Structured Project Twinning Exchange Program
- **Sub-component 2.2:** Eighth and Ninth GEF Biennial International Waters Conferences
- **Sub-component 2.3:** Supporting Regional Cooperation Over Shared Water Resources through Dialogue
- **Sub-component 2.4:** Global and Regional Targeted Training
- **Sub-component 2.5:** Promotion of Gender Mainstreaming in the GEF IW portfolio
- **Sub-component 2.6:** Global Dialogue Participation

Sub-component 2.1: Structured Project Twinning Exchange Program

Summary of outputs, outcomes and budget

The expected **output** from sub-component 2.1 is:

Structured project-project twinning exchange program

The expected **outcome** from sub-component 2.1 is:

Enhanced portfolio and partner capacity at the regional and global levels, and portfolio-wide dialogue opportunities for increased transboundary cooperation

The costs for sub-component 2.1: GEF Grant USD\$100,000;

This sub-component links to the following sub-components: 2.1 International Waters Conference, 2.4 Global Regional Training, 2.5 Gender Mainstreaming, 3.1 Freshwater CoP, 3.2 Groundwater CoP, 3.4 Private Sector Engagement

This sub-component links to the following sub-components in LME:LEARN: L3.3 Foster and encourage twinning and learning

No two GEF IW projects are addressing identical issues but many IW projects face similar challenges or are tasked with addressing similar transboundary issues. A successful way for projects to learn from each other is to match-up two or more similar projects (or partner institutions), through project twinning exchanges.

Twinning has successfully built the capacity of project and government staff to achieve improved project implementation and results, natural resource management, and higher success of sustainability. For example, in a 2013 survey of GEF IW:LEARN, found that 75% of project managers identified twinning as a key tool in helping them by the previous phase overcome project management barriers. From 2003, IW:LEARN projects have facilitated 30 twinning involving 156 beneficiaries as part of 36 GEF IW projects in the past two phases of the project. A further 7 twinning were conducted during the PDF-B phase of the second IW:LEARN project.

This project will continue to fund project twinning with some modification to past practices. In the previous phases of IW:LEARN, twinning took place on an *ad hoc* basis and usually in one-off arrangements, involving one or more projects (or other partner institutions). This project will fund a program of iterative twinning exchanges between the same projects and partners. This enhanced approach will promote stronger partnership between projects through repeat visits and a program of goals to be set over the duration of the IW:LEARN project. The PCU will now devote more time to regular follow-up with twinning participants, to ensure implementation of agreed follow-up actions. Many, but not all of the topics for these exchanges have been identified during the PPG phase of the project through exercises such as the GEF IW portfolio mapping and uptake of project-provided feedback after previous IW:LEARN events.

However, this sub-component will still allocate some project funds for ad hoc proposals submitted by projects and additional funding will be identified (from project or partner budgets) to catalyse twinning arrangements with activities and partners conducted by the IW:LEARN project's partners. These programs will provide additional twinning opportunities for GEF projects, as well as introducing expertise from beyond the GEF IW portfolio. These twinning opportunities will be marketed to IW projects that will have the opportunity to apply for them.

The sub-component will have three principle objectives:

- ◆ Exchange project experience and expertise at the operational level between projects with similar goals, objectives and activities;
- ◆ Mutually increase capacity for more effective protection of shared resources and sustainable management of transboundary water systems;
- ◆ Document and disseminate recommendations and lessons gleaned from the exchanges across participating GEF IW projects and partners.

The activity will contribute to the overall component goal of enhancing portfolio and partner capacity through the transfer of expertise and practical skills via direct personal knowledge transfer.

The role of the PCU will be to work with partners and directly with projects to craft and solicit twinning proposals, help coordinate their logistics and ensure sustained follow-up, monitoring of impact and sharing the learning with the wider-portfolio. The project will work with ICPDR, IRF,

IUCN, and TNC to coordinate twinning within and beyond the GEF portfolio. The project will work with IRF as a convener of activity 2.1.2. The project will also coordinate closely on twinning with the LME:LEARN project, which has a similar activity. GEF project funds will be allocated to the proposed twinning exchanges on a cost-sharing basis.

This sub-component will seek to leverage further partner contributions. The project will work with:

- The IRF to leverage their existing twinning programs, in particular those with Australian scientific bodies, river-basin organizations and the private sector. The IRF be able to draw particularly from within the Riverprize network (both Australian and international) of winners and finalists – with a Riverprize winner having been judged as having “expertise” in integrated river basin management but independent panels of judges drawn from across the world. In addition to the existing and future Riverprize networks, the IRF has access to several funding rounds (often leveraging private sector and private philanthropic donations/sponsorships) that can bring delegates from developing countries to Australia and the International Rivers *symposium* for education activities related to transboundary and river basin management, peer to peer learning and cross-sector collaboration for river basin management. Planning is underway to ensure that this will continue to be delivered in a strategic way that would augment and extend the proposed GEF IW twinning activities. The ICPDR will provide twinning opportunities on transboundary commission issues as well as continuing to work with the Orange-Senqu river basin, which will eventually receive a new GEF project.
- TNC will offer potential twinning opportunities with its Great Rivers basins and other basin projects, oriented as multiple-project exchanges around common themes and challenges for which solutions are being sought (e.g. on topics such as ‘sustainable hydropower’, ‘environmental flows from source to sea’, ‘floodplains and flood risk management’, ‘watershed conservation’, and ‘urban water security’, including with champions in these sectors.

Sub-component 2.1 is comprised of three activities:

- Activity 2.1.1: Support programmatic twinning partnerships to strengthen project capacity on key thematic priorities or develop enhanced project-project cooperation on Ridge to Reef/Source-to-Sea issues (35k)
- Activity 2.1.2: Organize twinning exchanges that leverage the GEF IW:LEARN partnership and introduce external experience to the IW portfolio (35k)
- Activity 2.1.3: Organize ad-hoc twinning exchanges based on proposals submitted from the portfolio (30k)

Activity 2.1.1: Support programmatic twinning partnerships to strengthen project capacity on key thematic priorities or develop enhanced project-project cooperation on Ridge to Reef/Source-to-Sea issues (35k)

The project will focus on iterative or multiple twinning exchanges between the same partners. Proposals for twinings will be structured to demonstrate the multiple twinings, their benefits and focus on specific capacity-strengthening goals over the course of project implementation. They will be results-driven and timed to have real impacts in project implementation. In addition, twinned projects will also produce specific outputs that benefit the broader IW portfolio, expected to be in the form of knowledge synthesis materials (for example, an experience note or video presentation)). The project will compensate participants based on completion of twinning deliverables. The final list of twinning pairs will be determined in the inception phase. Given the LME:LEARN focus on

LME/ICM/MPA projects, GEF IW:LEARN will support freshwater-freshwater or freshwater-marine twinings. There will be a focus on identifying twinning pairs that generate mutual, realistic and time-bound benefits for both parties. The focus will be on projects that are inter-connected or those that address common issues (or share similar ecosystem characteristics) and would benefit from sustained cooperation.

These twinning partnerships are expected to achieve a working relationship between the involved project pairs over four years, with more efficient and/or effective management approaches adopted on both sides of the twinning.

The activity will be coordinated by the project coordination unit. It will work directly with the LME:LEARN project.

Activity 2.1.2: Organize twinning exchanges that leverage the GEF IW:LEARN partnership and introduce external experience to the IW portfolio (35k)

This activity centres on the PCU linking GEF and non-GEF projects through partners. The IW:LEARN partnership features a number of opportunities for learning on, transboundary commissions, sustainable hydropower, private sector partnerships, governance, flood risk management, water security, etc. The specific partner contributions are outlined in the sub-component introduction. The PCU will market these offerings to GEF IW projects and coordinate potential twinning exchanges with the partners. This activity will scale-up knowledge sharing in the GEF IW portfolio by introducing external partner expertise and networks to twin with GEF IW projects. Beyond the partners, the project would also support twinning with key regional nodes, such as the African Network of Basin Organizations, Partnerships in Environmental Management for the Seas of East Asia (PEMSEA), UNEP's Caribbean Regional Coordination Unit and many others. The activity is expected to result in program of iterative working visits with partner projects and subsequent adoption of new management approaches. IRF, with a long experience at supporting twinning activities at organizational level, will convene this activity.

Activity 2.1.2: Organize *ad-hoc* twinning exchanges based on proposals submitted from the portfolio

The remainder of the sub-component budget for twinning will be devoted to GEF IW project twinning exchanges with other GEF IW projects and/or partners on the basis of ad hoc proposal submissions. Projects will have the opportunity to submit proposals for funding on the basis of cost-sharing, and also demonstrating that the outputs of the twinings will have portfolio-wide benefits. The proposal identification form asks projects to indicate the objectives of the twinning, expected outcomes and outputs, a list of participant, assessment of finances and logistics, an agenda and indication as to how the twinning relationship will be sustained after its completion. The proposals will be reviewed by the GEF IW:LEARN PCU and the approval will be discussed with the concerned GEF implementing Agencies. Similarly to the other activities, the activity is expected to result in enhanced management capacity on specific thematic areas.

Sub-component 2.2: Eighth and Ninth GEF Biennial International Waters Conferences

Summary of outputs, outcomes and budget

The expected **output** from sub-component 2.2 is:

GEF Biennial International Waters Conference 8 and 9

The expected **outcome** from sub-component 2.2 is:

Enhanced portfolio and partner capacity at the regional and global levels, and portfolio-wide dialogue opportunities for increased transboundary cooperation

The costs for sub-component 2.2: GEF Grant USD\$525,000;

This sub-component links to the following sub-components: All

This sub-component links to the following sub-components in LME:LEARN:

The signature learning event of the GEF IW:LEARN is the GEF Biennial International Waters Conference (IWC). As the GEF IW Focal Area is without a specific and relevant international convention (i.e. with sustainable public funding) that attracts key stakeholders, the International Waters Conference is effectively the 'Conference of the Parties' for the IW Focal Area. By the end of 2013, IW:LEARN has hosted seven IWCs in five continents.

The seven IWCs have brought together to over 1,400 attendees, with about 69 GEF IW projects from 70 countries at each conference. These events bring together IW projects and their associated participating country policymakers, agencies, NGOs, universities, and the private sector for a four-day intensive learning program. In addition, a two day capacity building workshop, on a topic of portfolio wide significance, precedes the conference. An impressive 88% of IWC participants affirm that IWCs are relevant to their work. Moreover, more than half of all IWC participants have reported that an IWC has helped them form new partnerships that help them advance their project goals.

The project will continue with an interactive learning format, pioneered during the 4th GEF IWC in Cape Town. The 8th and 9th GEF IWCs are expected to convene at least 300 stakeholders. Both IWCs will feature an innovation marketplace¹⁹, extensive opportunities for focused learning on scientific and technical innovations, interaction with the GEF Secretariat, GEF agencies and executing agencies on policies, procedures and project management, as well as ample time for the participant-directed workshops, peer-to-peer project advising sessions and real-time video reflections. The conference will be utilized to highlight GEF IW projects contributions to ecosystem-based management and sustainable development targets. The conference will also serve as the primary venue to showcase results from the project's other component activities.

Importantly, the IWCs will be a pivotal part of a cycle of learning, organized and delivered in conjunction with the IW:LEARN partnership. Each IWC will be preceded by preparation and engagement of stakeholders through online interactions and training. During each, IWC, practical learning opportunities will be facilitated for participants by the partners. Each IWC will then be followed up through learning activities such as global/regional targeted workshops (Activity 2.4) and project twinning exchanges (Activity 2.1), that go deeper into the needs for transboundary

¹⁹ The Innovation Marketplace is the exhibit opportunity during the 6th GEF Biennial International Waters Conference. The booth/display area features exhibits highlighting project innovations and results, including unique approaches and catalytic outcomes, with emphasis on how these might be replicated. All breaks between sessions, post-lunchtime and some evenings will be convened in the exhibit area to promote exploration, informal discussion and networking opportunities related to these innovations. To encourage lively demonstrations, an award for the best exhibit will be given.

management identified at the IWCs. Content from the various Component 3 activities (private sector engagement, source-to-sea management and the freshwater communities of practice) will also be included.

Moreover, in an improvement on past practice, the project will seek to provide greater added-value from the IWC's through the development of longer-term learning products. For example, session leaders will prepare knowledge products, such as short papers which are supplemented with experiences from projects to form 'proceedings'. These will constitute, amongst other products, an improved output from the IWCs. Such products would be widely disseminated to the rest of the portfolio. Moreover, such outputs could provide useful inputs and help link GEF IW to global dialogue processes such as the Stockholm Water Week and the World Water Forum, among others (in conjunction with Sub-Component 2.6).

The objectives of each GEF Biennial IWC are to:

- ◆ The general objective of the Biennial GEF International Waters Conference is to facilitate cross-sectoral and portfolio-wide learning and experience sharing, with the idea that good practices and successful approaches/results are identified and replicated leading to improved project performance
- ◆ Solicit advice from the existing IW portfolio on burning issues and support active IW projects to apply evolving GEF policies, procedures, and for results-based management to project implementation.
- ◆ Assist in assist in building participant capacity in key management and technical areas, determined by the IWC Steering Committee during project implementation.

It is expected that this sub-component will contribute to the component outcome by enhancing portfolio and partner capacity, as well as creating portfolio-wide dialogue opportunities through the face-to-face learning and knowledge exchange events offered.

The PCU will lead the IWC preparation and coordinate amongst partners (project partners, IW Task force, GEF, other non-project partners and host and regional country organizations). The IWC's agenda will be organized together with the GEF Secretariat, the agencies of the GEF IW Task Force and critically, the project's partners. The various portfolio learning projects (TWAP, Blue Forests, Floods and Droughts, LME:LEARN, ABNJ:LEARN) and targeted research projects such as those on Coral Reefs and Global Nitrogen, will also have key roles to provide content for IWC sessions. For the IWC's, the project will engage all partners, but specifically TNC, UNECE, UNEP, UNDP, UNESCO and WWF, who have made specific commitments, on IWC session content. If planned in advance, IUCN's BRIDGE can also budget for participants to take part and present the lessons.

The GEF increment will support the conference budget, as well as catalysing additional resources from partners. Some resources will be generated in the form of host-country support. The project will engage with regional organizations from the conference location. UNDP will contribute in-kind logistic, political and administrative support through its Country Office in IWC8 and IWC9 host countries. The project will engage with UNEP to leverage its Foresight Process, which has identified 20 emerging 21st Century environmental concerns, to introduce its content to the IWC process. The project will engage with UNECE to contribute and co-organize sessions, e.g. on legal frameworks, climate change adaptation or nexus topics. UNESCO-IHP will continue to provide support in the organisation of groundwater-related activities at IWCs. TNC will participate in special sessions on topics of joint interest and deployment of signature products (e.g. hydropower, environmental flows, economic valuation, water funds, urban water security). WWF are also fully committed to

continue participation and support of IWCs as regards gender and private sector engagement, including possible field visits to WWF project sites if appropriate and sharing WWF's experience on source to sea work.

Sub-component 2.2 is comprised of three activities:

- Activity 2.2.1: Eighth GEF Biennial International Waters Conference
- Activity 2.2.2: Ninth GEF Biennial International Waters Conference

Activity 2.2.1: Eighth GEF Biennial International Waters Conference

The 8th GEF Biennial IWC will take place in the Asian region. It will be coordinated together with the Partnership for the Management of the Seas of East Asia (PEMSEA) and other partners. The conference will adopt a theme of Source-to-Sea, and feature a number of related sub-topics.

Activity 2.2.2: Ninth GEF Biennial International Waters Conference

The 9th GEF Biennial IWC will take place during the third year of the project. Possible locations will be examined and discussed during project implementation.

Sub-component 2.3: Supporting Regional Cooperation on Shared Water Resources through Dialogue

Summary of outputs, outcomes and budget

The expected **output** from sub-component 2.3 is:

Regional dialogue approach for enhanced capacity for transboundary cooperation sustained and conducted in regions with limited GEF IW investment

The expected **outcome** from sub-component 2.3 is:

Enhanced portfolio and partner capacity at the regional and global levels, and portfolio-wide dialogue opportunities for increased transboundary cooperation

The costs for sub-component 2.3: GEF Grant \$325,000

This sub-component links to the following sub-components: 2.4 Global/Regional Training

This sub-component links to the following sub-components in LME:LEARN:

Promoting communities of practice (CoP) and enhancing cooperation for sustainable management of shared basins is another GEF IW:LEARN focus. Establishing Regional CoPs and dialogue approaches to promote transboundary cooperation have been tested and delivered tangible outcomes in South Eastern Europe (SEE) through the 2nd and 3rd phase of the IW:LEARN project (operating between 2004-2014). Activities have been implemented in the framework of the Petersberg Phase II / Athens Declaration Process. As mentioned earlier, the Governments of

Germany and Greece initiated these two processes with the World Bank and support from GEF IW:LEARN. The combined process has been successfully facilitated by GWP-Med. A number of partners later joined this or supported related efforts, including, UNECE and the Regional Cooperation Council (RCC). These activities have constituted a Regional Dialogue on transboundary water resources management (TWRM) in SEE that was expanded to Middle East and North Africa (MENA) at the end of IW:LEARN3 with the participation of the UNECE and the Union for the Mediterranean.

The dialogue has facilitated the sustainable management of transboundary basins at all levels by enabling improvement of capacities of institutions and other stakeholders on TWRM. The Drin Basin cooperation demonstrates the success of the approach: the GEF IW:LEARN facilitated the establishment of a process that led to the initiation of a multi-stakeholders dialogue setting a shared vision for the management of the basin and resulting in a signing of a MoU by Ministers from the Drin Countries. Dialogue efforts also created the enabling conditions leading to the UNDP-GEF Dinaric Karst Transboundary Aquifer System (DIKTAS) project.

The Dialogue has created also the conditions for the North Western Sahara Aquifer System countries to request support for the identification of options for the establishment of a cooperation mechanism that will deal with issues additional to the exchange or information touching upon the management of the NWSAS. A shared vision establishment process and a Nexus assessment will be used in this regard in the framework of a SIDA supported project (final approval is pending).

This phase of the project will see both a continuation and scaling-up of the effort, with a further geographic expansion and the number of transboundary basins targeted. Dialogue approaches in the field of knowledge management aiming at the enhancement of TWRM were tested with success in SEE and the MENA. These will include, capturing the related experiences into a Methodological Approach (MA) for the establishment and sustaining of Regional Communities of Practice and Dialogues on TWRM that will allow the replication of the approach beyond the SEE and MENA areas and its use by the GEF portfolio of projects. The MA can be used as a guidance document by GEF IW projects for the creation of CoPs and the establishment of dialogue processes in basins and/or regions. The creation of a CoP at the basin level will contribute to the increased sustainability of the outcomes of the GEF IW projects.

In basins beyond the SEE and the MENA areas, such as in Southern/Eastern Africa, this sub-component will feature activities that are applying the methodology, and use the feedback for its adjustment and enhancement. A similar set of policy roundtables²⁰, capacity-building workshops, study visits and capacity-building materials will support a dialogue that pursues inter-regional and global advancement of TWRM. In the Mediterranean region (South East Europe and MENA), the activities will incorporate experiences related to the Water-Food-Energy Ecosystem Nexus²¹ approach, used as means to implement IWRM and gained through action at different levels around the world.

The objectives of the regional dialogue activity are to:

²⁰ Such roundtables gather mid-level policymakers from water-related ministries from all countries in the region to discuss non-core issues such as stakeholder engagement or lake-basin management. These issues are reviewed in the context of shared basins in the region but not in their specific content. In this way, trust and confidence are built between the actors before addressing the core issues in their shared basins.

²¹ The water, energy and food security nexus means that the three sectors — water security, energy security and food security — are inextricably linked and that actions in one area more often than not have impacts in one or both of the others.

- ◆ Sustain the Regional Dialogue and CoP established in the SEE and the MENA areas through the implementation of events that will be used as the “critical mass” to sustain the “process”;
- ◆ Create the tools that will facilitate the replication of the approach for the establishment and sustaining of a Regional Dialogue on TWRM and a CoP at the regional level.
- ◆ Apply the tools beyond the SEE and the MENA areas among others by engaging organizations, including GWPO and UNECE, that have the necessary organizational structure and experience in this regard; these organizations will act as the convening powers to enable the successful application of the approach in the pilot areas.

This activity will support the component outcome by creating dialogue opportunities for increased transboundary cooperation.

The Global Water Partnership – Mediterranean (GWP-Med) is a longstanding partner of the GEF and its IW:LEARN project. GWP will lead execution of this activity and will coordinate with UNECE, which supports related activities. The project will work with the UNDP Shared Waters Partnership (SWP) hosted at the Stockholm International Waters Institute. The project will also work with the Government of Germany and the Regional Cooperation Council. GEF incremental funds will be used to support the methodological approach, and catalyse support to the roundtables and capacity-building workshops. The Government of Germany has co-funded activities in the Athens-Petersberg Process in the Mediterranean region since 2004. The Government will fund further TWRM work in the SE Europe region, particularly focused on the Water-Energy-Food Ecosystem Nexus. Given UNECE's specific experience in assessing this nexus in transboundary basins, and the expectation that UNECE will continue to highlight work on the nexus, it is foreseen that GWP-Med will coordinate closely with UNECE.

Sub-component 2.3 is comprised of three activities:

- Activity 2.3.1: A set of International Roundtables and Capacity Building activities in SEE and the MENA areas introducing elements that came out as priorities from activities under the IW:LEARN3 such as the Water-Food-Energy Ecosystem Nexus
- Activity 2.3.2: A methodological approach (MA) for the establishment and sustaining of a Regional Dialogue on TWRM and a Community of Practice (CoP) at regional level.
- Activity 2.3.3: International Roundtables and Capacity Building activities in additional area on issues of global and regional priority;

Activity 2.3.1: A set of International Roundtables and Capacity Building activities in SEE and the MENA areas introducing elements that came out as priorities from activities under the IW:LEARN3 such as the Water-Food-Energy Ecosystem Nexus

The regional dialogue process approach has been pioneered in the Mediterranean region. The region’s transboundary river and lake systems continue to present opportunities for strengthened cooperation however. This activity will feature a set of International Roundtables and Capacity Building activities in the South Eastern Europe and the Middle East/North Africa areas introducing elements that came out as priorities from activities under the previous IW:LEARN project such as the Water-Food-Energy Nexus; the latter is also a priority of the GEF 6 IW strategy.

The activity will result in strengthened capacities for transboundary cooperation on shared water systems in the region, as well as improved regional cooperation on key shared issues, such as

sustainable hydropower. The activity will catalyse further cooperation and/or support from the German Government, UNECE and the Regional Cooperation Council.

Activity 2.3.2: A methodological approach (MA) for the establishment and sustaining of a Regional Dialogue on TWRM and a CoP at regional level.

This activity will feature production of a MA for the establishment and sustaining of a Regional Dialogue on TWRM and a CoP at the Regional Level, including preparation, testing and adjustment. The document will examine design considerations for regional Dialogues and capacity building workshops on policy tools and “technical” instruments to address TWRM issues, bringing up the benefits that stem from cooperation. The document will consider how a basin dialogues facilitate a trust building process and how systematic multi-stakeholders consultation processes at the basin level lead to strengthened cooperation.

The methodological approach document will directly impact GEF IW:LEARN and partner’s ability to replicate the regional dialogue process approach in other regions by serving as a methodological approach that can be adopted in other regions. Indirectly, the methodology will contribute to increased cooperation over shared water resources. This activity will work with all the sub-component partners to harness the essential lessons from ten years of conducting a successful process in South Eastern Europe.

Activity 2.3.3: International Roundtables and Capacity Building activities in additional area on issues of global and regional priority

The activity envisages a replication of the regional dialogue process in a new region. In order to determine the region, the project proposes to apply the following criteria:

1. Capacity needs to address TWRM issues. These should be indicated by the IW:LEARN executing and implementing agencies; the services of this component should focus on an area where there are clear needs to address and “build on” with the aim to advance cooperation over water bodies
2. Willingness for change and political realities. Aiming for optimum results the activities should focus on areas and water bodies where there isn’t demonstrated political unwillingness to advance cooperation or at areas where the establishment of CoPs is not possible due to unfavorable political environment.
3. GEF portfolio of projects. The activity should facilitate the expansion of the portfolio (both marine and freshwater) in areas that this is weak.
4. Existence of a nucleus water CoP to build on and establish the IW CoP. The presence of GWP Regional Water Partnerships, which are well positioned to support CoPs.
5. Existence of a political process that can provide a convening role.
6. Existence of partner initiatives to complement the role of the political convening powers e.g. SIWI offices, the SWP of UNDP etc.

In light of these criteria, the eastern Africa region presents a favourable option. This region offers significant potential for cooperation over transboundary resources, and further opportunities for it to be catalysed by the GEF. The capacity needs are high in this area particularly outside of the Nile Basin. The IGAD²² (Intergovernmental Authority on Development) region Ministers for Water have given priority for water management issues; they have recently endorsed a Regional Water Policy. The policy recognizes the importance of trans-boundary water resources management and

²² Inter-Governmental Authority on Development, <http://igad.int/>

acknowledges the value of TWRM regional projects. It promotes the harmonisation of policies and legislation on the use, development, protection, conservation and management of transboundary waters and related resources. GWP Eastern Africa has been supporting an active water partnership and is well positioned to provide a neutral platform for Dialogue that will facilitate capacities for enhanced TWRM possibly leading to new endeavors for the management of shared basins. It also has the capacity to support the establishment and sustaining of a CoP.

The area/region of replication may be re-examined in due time taking into consideration political realities and opportunities that may emerge.

The activity would see the execution of additional International Roundtables and Capacity Building activities in which actors at different scales, institutional affiliation and of course, countries would be convened. The activity would follow lessons codified in the MA.

The activity would complement and support existing GWP activities as well as the UNDP Shared Water Partnership. In this way, further regional dialogue would be catalysed by the GEF freshwater and marine project funding. It is expected that this activity will contribute to an increase in capacity for transboundary cooperation. The activity will also be linked with capacity-strengthening activities offered by Sub-Component 2.4.

Sub-component 2.4: Global and Regional Targeted Training

Summary of outputs, outcomes and budget

The expected **output** from sub-component 2.4 is:

Structured regional training workshops for GEF projects and partners, delivered by the global partner learning network and together with global LME governance project

The expected **outcome** from sub-component 2.4 is:

Enhanced portfolio and partner capacity at the regional and global levels, and portfolio-wide dialogue opportunities for increased transboundary cooperation

The costs for sub-component 2.4: GEF Grant USD\$180,000

This sub-component links to the following sub-components: 2.1 Twinning, 2.2 IWC, 3.1 Surface Freshwater CoP, 3.2 Groundwater CoP, 3.4 Private Sector Engagement, 4.1 Economic Valuation, 4.4 Online Thematic Courses

This sub-component links to the following sub-components in LME:LEARN: L1.4 Regional Networks

One of the main value-added services of the GEF IW:LEARN project is the cross-fertilization between projects and partners that occurs through global and regional face-to-face targeted learning. To date, IW:LEARN has conducted over 23 workshops for more than 691 beneficiaries from some 129 projects. Targeted workshops provide a means to strengthen management capacity of projects and

partners in the regions. They will be demand-driven events focused key themes requested by projects, together with various partners. These face-to-face learning events also provide an environment for networking and the sharing of experiences both during and after the event has concluded. Generally, these events have led to further capacity-building demands for replication at national and transboundary levels.

GEF IW:LEARN will work through a broad variety of partners (both within the partnership and beyond) to continue delivering thematic capacity-strengthening workshops and project/partner roundtables. Workshops will be conducted with partners who will also provide the content. Topics will be chosen based on on-going assessments, but will generally focus on primary themes emerging from the IW portfolio mapping and capacity-needs assessment, as well as corporate and strategic priorities. One clear priority topic is economic valuation (in support of Sub-Component 4.1). Remaining topics will be determined and discussed with the IW:LEARN partnership and the PSC, but are likely to include: legal frameworks for transboundary cooperation; mainstreaming climatic variability and change; nexus approaches; benefit sharing and environmental flows. The latter set of priorities conforms to the list of five themes being led by partners in Sub-Component 3.1 of the project. During the project implementation, the specific nature of each workshop will be discussed with partners and may involve one or more themes per the above. Themes may correspond to a single session, day or even multiple days depending on needs. In addition to Sub-components 3.1 and 4.1, Sub-component 2.4 will be closely executed with sub-components 2.1 (Twinning) and 2.2 (IWCs) as part of an overall cycle of learning on specific topics, and will continuously engage portfolio stakeholders through various face-to-face and also virtual means.

The activity has the following objectives:

- ◆ Strengthen the capacity of GEF project coordination units and partner institutions in priority thematic areas, either globally or regionally
- ◆ Enhance regional coordination among GEF IW projects (with an eye to ecosystem-based management) and with an eye to ridge-to-reef/source-to-sea management

It is expected that the activity will directly contribute to the component outcome by enhancing portfolio and partner capacity at the regional and global levels through targeted training.

The GEF IW:LEARN funding will allow for additional GEF projects to attend meetings where they would not normally attend through only an incremental cost. GEF funds will be used to support travel costs to meetings and basic meeting costs. The role of the PCU will be to work with partners and directly with projects to design and implement a program of learning events, to help coordinate logistics and ensure sustained follow-up, the monitoring of impact and the sharing the learning with the wider IW portfolio. The project will work with all partners but especially UNDP WOGP programs (e.g. Cap-Net), and project partners (e.g. ICPDR, IUCN, IRF, TNC, UNIDO, UNECE, UNESCO and WWF) on specific thematic areas. Additional partners may include the Stockholm International Water Institute, GIZ, Source to Sea Action Platform, Delta Alliance, African Centre for Ocean Governance, GRID-Arendal and UNESCO Centre for International Water Cooperation at SIWI. Furthermore, since many of the trainings will take at the regional level, the project will engage with important regional organizations (such as ANBO, PEMSEA, CEP and many others) in the context of engaging actors, determining needs and being partners to organize the trainings themselves. The project has historically engaged regional partners (PEMSEA, CEP, UNECE, ECLAC, UNESCAP, UNECA and others in organizing events). Finally, specific collaboration is envisioned with other GEF initiatives including LME:LEARN (especially on their regional nodes and planned training events, with which cost-sharing

could be achieved), the Transboundary Waters Assessment Programme, Blue Forests and Blue Carbon and Floods and Droughts to ensure their outputs are disseminated and taken up by projects through the global/regional workshop activity.

It is expected that this activity will leverage significant partner support from their existing programs. Workshops will be conducted jointly with partners, or GEF IW projects will be sent to existing partner planned workshops. Parallel or direct co-finance would include the following. UNDP's Cap-Net has a wide range of face-to-face and virtual training materials and activities. The project will collaborate with:

- The UNDP Water Governance Facility at Stockholm International Water Institute, which operates in multiple thematic areas, including integrated Water Resources Management (IWRM), transboundary Water, Water supply and sanitation, Water adaptation to Climate change, gender and capacity development.
- The ICPDR on specific expertise on the establishment and management of transboundary commissions.
- The IRF's International River symposium (Brisbane 2015, India 2016, 2017 & 2018 TBD). These are focused on the needs of river basin professionals and will be tailored each year within the underpinning framework integrated river basin management. This event will be ideal for leveraging GEF IW linkages in the twinning program with IRF as convener. The *Riversymposium* is attended by the River Prize alumni and existing IRF twinning practitioners, as well as river basin experts each year. 2014 & 2015 introduced the continued theme of "large river basins" bringing different river basin commissions to the event each year. With the event in India in 2016, this would be an ideal year to strategically link GEF IW projects, IRF convened Twinning activities to the broader river management community of practice and South Asia in particular.
- IUCN will work on documentation on the theme through its Nexus Dialogue on Water Infrastructure Solutions and follow-up initiatives during 2015-16. A number of synthesis papers are being produced based on previous dialogues in 5 different regions of the world. Outputs/lessons from this experience will be shared with the CoP at an GEF IW:LEARN or Partner event.
- UNECE will organize several global workshops for example on the benefits of transboundary cooperation, water allocation in transboundary basins, legal frameworks, joint bodies, climate change adaptation in transboundary basins.
- TNC will provide some hands-on training and a varied range of case materials for new training initiatives (e.g. tools and methods for environmental flow assessment, sustainable hydropower planning, conservation analyses, natural capital valuation, agricultural BMPs).
- WWF (together with partners Green Cross International (GCI) and University of Dundee envision a comprehensive program on capacity building for the enhancement of international water law (IWL) and transboundary cooperation to take place 2015-2019. The program will be delivered via an a la carte set of tools and activities that can be implemented and utilized based on the demand of the countries, organizations, and individuals involved. The project will seek to collaborate with these partners in the context of envisioned regional workshops.

Sub-component 2.4 is comprised of one activity:

- Activity 2.4.1: Work with partners to organize a series of at least 6 global and regional training addressing portfolio learning gaps

Activity 2.4.1: Work with partners to organize a series of at least 6 global and regional training addressing portfolio learning gaps

The project will, working in close cooperation with portfolio learning projects (especially LME:LEARN) but also the project's partners (and GEF Agencies), deliver at least six targeted (multi-)thematic based workshops to take place at the regional-level. The workshops will be a component of the learning cycle, both as preparation for and follow-up to the International Waters conferences (2.2). Workshops will be organized by the GEF IW:LEARN PCU and in some cases, may be used to support participation in planned partner workshops. Part of many workshop agendas will see the deployment of materials on economic valuation (with Sub-Component 4.1).

The activity envisages close partnership and support with several of the project partners as previously described, UNDP Cap-Net, UNDP WGF/SIWI (Africa, governance, adaptation, gender), ICPDR (transboundary commissions), IRF (rivers, transboundary river basin management, integrated river basin management), IUCN (benefit-sharing, stakeholder analysis, water-energy-food nexus), UNECE (freshwater basins, adaptation, legal frameworks, transboundary commissions), UNIDO (economic valuation) and TNC.

Sub-component 2.5: Promotion of Gender Mainstreaming in the GEF IW portfolio

Summary of outputs, outcomes and budget

The expected **output** from sub-component 2.5 is:

Distilled summary material on gender strategies from all GEF Agencies disseminated through IW portfolio and available at IW:LEARN website and GEF IW Community of Practices on freshwater resources.

The expected **outcome** from sub-component 2.5 is:

Increased recognition of gender issues and attention on gender equality enhances effectiveness of IW projects in sustaining livelihoods and ecosystem services, and strengthens the basis for transboundary cooperation.

The costs for sub-component 2.5: GEF Grant USD\$220,000;

This sub-component links to the following sub-components: 2.1 Twinning, 2.3 IWC

This sub-component links to the following sub-components in LME:LEARN:

Making the case for gender mainstreaming in GEF's activities means to provide a learning example for external partners, governments and institutions on how to improve their own water programs and training tools. There is a growing consensus on the reasons why gender should be particularly mainstreamed in the water realm: evidence-based data trace a direct relation between women's active involvement and training in water management and consequent improvement of livelihoods (WWAP 2012). A more balanced involvement and participation of women and men in water programs will improve the success and increase the impact of every water-programme given the direct connection between women's training in irrigation and crop-productivity, women's involvement in sanitation and decrease in child mortality, women's involvement in water conservation and protection and improvement of ecosystem resilience and exposure to water-related risks (WWAP 2012). Disregarding gender issues in IW project is not an option, as it might add to the degradation of ecosystem maintenance and services, increase of child mortality and loss in

agricultural and food production. Investing in gender mainstreaming in water programs is well justified, because even though gender sensitive water analysis is more complex compared to gender-blind action, it represents a step forward towards the realization of the SDGs and post-2015 agenda, which is primarily aimed at enhancing gender equality and non-discrimination thus improving the former MDGs methodology (The Future We Want – UN WOMEN 2013).

The GEF Independent Evaluation Office in its Fifth Operational Program Study (OPS5) has assessed the GEF's activities in support of gender mainstreaming in 2013²³. It stated that, "Gender is a highly important dimension in the GEF theory of change, as it is one of the main avenues by which to achieve behavioural change that will lead to broader adoption of sustainable solutions to global environmental problems." The GEF responded to previous OPS findings of inadequacy on gender mainstreaming. A policy on gender mainstreaming (SD/PL/02) was developed and adopted in 2011, which clarified the commitment to and elements of gender mainstreaming at the GEF. Yet, between OPS4 and OPS5, of the 281 projects completed, 124 did not consider gender or were not expected to do so. Of the remaining 157 projects, 55 successfully mainstreamed gender in their design and implementation. Another 59 projects mentioned gender but did not incorporate it in their activities. The remaining 43 projects presented themselves as "gender not relevant," and thus did not contain any references to gender in their design or implementation; however, their terminal evaluations provide evidence that gender was in fact relevant for these projects. Furthermore, 40 percent of CEO-endorsed projects after May 2011 included only superficial mention of gender issues, sometimes through the insertion of standard generic paragraphs. Close to 40 years of experience since the UN Decade for Women has shown that omitting attention to gender almost always leads to unintended adverse consequences. The policy calls for M&E of gender mainstreaming progress and the inclusion of gender experts in projects.

The IW:LEARN gender partnership between WWAP and WWF intends to address some of these issues through activities that support gender mainstreaming. The aim is to introduce systematic consideration of gender equity, women empowerment, and social inclusion in GEF's international waters portfolio approach for the improved management of transboundary waters and for more in general integrated water resources management initiatives. This will also accelerate the global recognition of this fundamental aspect of water resources management, and will improve project performance, scale of social impact and the likelihood of sustainability.

In this sub-component, activities will be undertaken to support gender mainstreaming in the GEF IW portfolio.

The objectives are to:

- ◆ Accelerate portfolio learning on this key thematic priority for the GEF portfolio.
- ◆ Provide access to GEF IW partners, IW projects, and recipient countries (scientific institutes, national bodies, basin organizations, non-governmental organizations, universities, students) to relevant training materials, and cutting edge experience on gender-responsive indicators, including but not limited to sex-disaggregated data collection.
- ◆ Facilitate exchanges of experiences and online learning mechanisms on gender integration and the use of gender indicators.

²³ <http://www.thegef.org/gef/sites/thegef.org/files/documents/OPS5-Final-Report-EN.pdf>

The project will work with WWF and UNESCO (WWAP) on these activities. WWF is committed to implementing gender responsive conservation programs. WWF has experience across its network in seminars and short courses in natural resources management and protection, including Social Development for Conservation (SD4C). WWF also has experience working with the private sector on ensuring social integration in conservation (e.g. with Coca Cola Company, Johnson & Johnson). UNESCO-WWAP has developed a unique role in fostering the definition and use of sex disaggregated indicators in water resources assessments and monitoring. The joining of forces and specific experiences of UNESCO WWAP and WWF will greatly enhance the effectiveness of this portfolio capacity building effort. Additional resources will be catalysed from UNDP. UNDP supports capacity building to mainstream a gender approach to water. Tools, such as the Resources Guide on Gender and Water Management, assist practitioners to incorporate gender perspectives will be incorporated. **The activity will be fully consistent and supportive of GEF and GEF Agency policies on gender mainstreaming.**

Sub-component 2.5 is comprised of two activities:

- Activity 2.5.1: Gender Mainstreaming: Webinars on “Achieving Gender Equity”: methodologies and experiences
- Activity 2.5.2: Support Gender Mainstreaming in the GEF IW Portfolio through face-to-face workshops

Activity 2.5.1: Gender Mainstreaming: Webinars on “Achieving Gender Equity”: methodologies and experiences

The webinars and workshops (in Component 2) will introduce (i) the use of UNESCO WWAP Toolkit for Gender Sensitive Water Monitoring and Assessment, (ii) a Gender Mainstreaming Methodology for integrating the gender equity approach into environment and development efforts, including GEF IW projects; (iii - iv) WWF and WWAP on-the-ground experiences and case studies, including those of private sector partners; (v) other subjects as suggested by IW:LEARN Partners and from GEF IW Freshwater Communities of Practice.

The Toolkit is the result of a project launched by the UN World Water Assessment Programme (WWAP) to develop and promote the collection of key sex-disaggregated water data on topics such as women's water empowerment and participation in water-decision making. It is composed of 4 tools: 1) a list of high-priority water indicators for which sex-disaggregated data are especially needed; 2) specific methodologies for collecting, sharing and assessing such data; 3) a guideline manual for “in-the-field” data gathering with specific insights for different world regions, users and climatic zones; 4) a questionnaire for practitioners on sex-disaggregated interviews and data collection.

The sub-activity will leverage partner contributions on gender mainstreaming.

Activity 2.5.2: Support Gender Mainstreaming in the GEF IW Portfolio through face-to-face workshops

The activity will comprise two sessions to be held at the 8th and 9th GEF International Waters Conferences (Sub Component 2.2). In addition, a gender session at Stockholm World Water Week in 2018 will highlight materials and experiences in gender mainstreaming; a dedicated workshop will also be held to engage stakeholders beyond the GEF portfolio. Support on gender mainstreaming

will be provided through the GEF IW Freshwater Communities of Practice: both, WWAP and WWF will support the Groundwater CoP and the Surface CoP in providing gender-related material for their online portals as well as gender-related presentations and experts for selected face-to-face meetings organized by the CoPs. WWAP UNESCO will serve as referent for the Groundwater CoP and WWF for the Surface Water CoP, closely coordinating actions for supporting both CoP on gender activities. **In addition, the project will seek to promote gender mainstreaming via face-to-face exchanges made possible in the twinning sub-component (2.1). Partners will work with projects to broker exchange of experience on mainstreaming approaches between appropriate projects.**

Sub-component 2.6: Global Dialogue Participation

Summary of outputs, outcomes and budget

The expected **output** from sub-component 2.6 is:

Participation in key global dialogue processes to promote GEF IW results and exchange tools to enhance knowledge management activities

The expected **outcome** from sub-component 2.6 is:

Increased global awareness of GEF IW results and partner collaboration

The costs for sub-component 2.6: GEF Grant USD\$125,000;

This sub-component links to the following sub-components: All project activities

This sub-component links to the following sub-components in LME:LEARN: L3.7 Participation of LME community in global policy discussions

GEF IW:LEARN *is* the vehicle to support the dissemination of GEF IW project results to global for a. These include regular events, such as the World Water Forum, and *ad hoc* events, such as the Bonn Plus 10 meeting convened by the German Government, focusing on the Water-Food-Energy Nexus. The project has assisted many GEF IW project stakeholders attend numerous global or regional dialogue processes. The result has been to increase awareness of GEF IW project interventions that aids building partnerships beyond the IW portfolio as well as promoting replication and scale-up of results.

In this phase, the activity will continue to ensure the visibility and influence of the GEF IW Focal Area in global and regional dialogue processes. This activity will increase the outreach and interactions between the GEF IW portfolio and the broader water resources, coastal and marine management and scientific community. This activity will also focus on supporting the GEF IW Secretariat through promotion of the portfolio's work to audiences beyond the GEF IW community, supporting scaling-up of GEF IW investments. A key corollary to this is that events, developments, innovations, expertise and knowledge from events from non-GEF activities will be made available to benefit the management of GEF IW projects.

This activity will be managed by the PCU with support from partners. As in previous phases, travel support will be allocated for GEF IW projects to participate in global dialogue processes. Working

together with partners, the project will support increasing visibility and influence of GEF IW in specific global dialogue processes, through representation on planning committees, discussion panels, plenary addresses, GEF exhibit booth representation or side events. The focus will be on supporting IW participation in key global dialogue processes as an organizing partner, (of side events at large international IW events) to promote the IW portfolio and gain knowledge to enhance management activities. Participating projects, individuals and events will be confirmed by the PSC and/or GEF International Waters Task Force. Targets for participation would include international freshwater and marine events e.g. Stockholm Water Week, World Water Forum, etc.

The sub-component's objectives include:

- ◆ Ensure a presence of GEF IW on the agenda of key global and regional dialogue processes in both freshwater and marine communities
- ◆ Transfer knowledge from external dialogue processes back to the GEF IW portfolio
- ◆ Facilitate dissemination of best practices from GEF IW projects and partners in approved global dialogues processes to transfer experiences and know-how.

It is expected that this sub-component will directly contribute to the component outcome by both Increasing global awareness of GEF IW results and collaboration with partners within and beyond the portfolio.

The PCU will coordinate the overall participation in global and regional dialogues, together with the GEF Secretariat and partners. The project will work with UNDP, UNEP, IUCN, UNESCO, TNC, and UNECE to facilitate GEF IW visibility and the participation of GEF IW projects.

The sub-component will leverage additional finance and direct support from partners.

- UNDP WOGP is often present and contributing content to major international water and oceans events (Stockholm World Water Week, HQ-events, World Water Day, World Oceans Day, World Water Forum, Global Forum on Oceans, Coasts and Islands, Global LME Conference, etc.).
- IRF currently manages the International Rivers *symposium* in Australia and is working in Asia on smaller watershed conferences. The Rivers *symposium* will be hosted overseas one in every two or three years. 2016 will be the next overseas event. And will be held in India.
- IUCN offers experience in participation and support in terms of content development, partnerships and advocacy to key global events such as Stockholm Water Week, World Conservation Congress (2016), the 2018 IWA Water Congress and the World Water Forum (Brasilia 2018). IUCN is also active at the Asia-Pacific Water Summit and Africa Water Week.
- TNC is regularly engaged in international and regional water and environment related events, fora, and processes (International Hydropower Association Congresses, Stockholm World Water Weeks, World Parks Congresses, UNFCCC meetings, CBD meetings, and others).
- UNECE organizes several global events a year. GEF projects will be invited to UNECE meetings and GEF IW results and issues can be presented there. In terms of global dialogue processes, during the lifetime of this project, UNECE will conduct its Meeting of the Parties in 2015 and 2018 bringing together high-level governmental representatives from around 80 countries worldwide. Projects may be supported to participate in the MOPs. In addition, UNECE is convening sessions on transboundary water management in most World Water Fora, World Water Weeks and other similar events.
- UNESCO is a pivotal global actor in major International and regional Water-related events such as World Water Week, World Water Fora, etc. In addition, the Intergovernmental Council of the UNESCO International Hydrological Programme is a gateway to further promote GEF IW results

and findings, thus contributing to raising awareness at national and regional level and supporting the preparation of new groundwater related projects.

- UNEP, through the annual United Nations Environment Assembly (UNEA), the GPA Intergovernmental Review meeting (IGR) and GLOC meetings, provides significant opportunities to both promote GEF IW results and to gather new material for the GEF IW portfolio of project. UNEP provides the Secretariat for (eg Latin American Forum of Ministers of the Environment) and for political processes in other regions/sub-regions. They are the forums where the respective governments agree to decisions which require follow-up action. Projects might be sent to such meetings as appropriate. UNEP is embarking on Regional Assessment processes as part of the sixth Global Environment Outlook (GEO-6) and this will be developed based on six regional assessment reports for Africa, Asia-Pacific, Europe, Latin America and the Caribbean, North America and West Asia. The structure of the assessments include a focus on Air, Land and Water as well as various other thematic and cross-cutting issues and policy analysis. This is one area where UNEP could bring in the results and lessons of the IW portfolio, either as case studies or more overarching findings.

Sub-component 2.6 is comprised of four activities:

- Activity 2.6.1: Active Engagement in the 2018 World Water Forum
- Activity 2.6.2: Active Engagement in the Stockholm Water Week (2015-2018)
- Activity 2.6.3: Active Engagement in other global dialogue processes
- Activity 2.6.4: Support for GEF IW project participation in Global Dialogue Processes

Activity 2.6.1: Active Engagement in the 2018 World Water Forum

The activity will see the organisation of a GEF IW presence and session at the 2018 World Water Forum set to take place in Brasilia, Brazil. The activity will fund a booth presence in partnership with GEFSEC, GEF agencies and GEF IW:LEARN partners, sessions together with partners and project participation in the Forum. It will support the sub-component by increasing awareness and building partnerships. The project expects to work with most if not all sub-component partners attending the Forum.

Activity 2.6.2: Active Engagement in the Stockholm Water Week (2016-2019)

The activity will see the organisation of a GEF IW presence and session at the four Stockholm Water Week events from 2016-2019. The activity will fund a booth presence, sessions together with partners and project participation in those sessions. It will support the sub-component by increasing awareness and building partnerships. The project expects to work with most if not all sub-component partners regularly attending the World Water Week.

Activity 2.6.3: Active Engagement in other global dialogue processes

The activity will preserve incremental funds to facilitate engagement and a GEF IW agenda presence in other global dialogue processes. Other processes will be proposed, discussed and selected by the project's steering committee. As with the other activities, this one will support the sub-component by increasing awareness and building partnerships. The activity will catalyse support from partners on a case-by-case basis and depending on which global dialogue processes are selected.

Activity 2.6.4: Support for GEF IW project participation in Global Dialogue Processes

The activity will fund the participation of GEF IW projects in key global and regional dialogue processes identified by the project steering committee, such as the Meetings of the Parties to the UNECE Water Convention where a side event on IW projects will be organized. The intent is to share our portfolio's innovations and also to influence the course of global dialogues on water.

2.4.3 Component 3: Expand Global Freshwater Communities of Practice to Advance Conjunctive Management of Surface Freshwater and Groundwaters and Source-to-Sea Linkages with Marine waters and Partner with New Enterprises on Initiatives to Better Manage International Waters

Both GEF5 IW Objective 3 and the draft GEF6 Programmatic Directions point to the need to focus support on more effective conjunctive management and sustainable use of transboundary surface and groundwater resources, together with associated ecosystems and the services they provide. The proposed project will mobilize external partnerships to work together for improved learning and knowledge management through enhanced global surface and ground freshwater Communities of Practice (CoPs) to impact results and advance conjunctive management. CoPs act as a catalytic coalition among GEF IW projects, transboundary commissions and non-GEF partners to promote learning that meets project-level priorities. CoPs are designed to build on existing knowledge from inside and outside the GEF portfolio, build regional and country partnerships, connect scientists to decision-makers and be responsive to the learning needs of the GEF IW projects. They illuminate good practice, spawn new ideas for products and services, enable accelerated learning, connect learning to action, and improve organizational performance. The expanded surface and ground freshwater CoPs will also link and provide support to the GEF/UNDP LME/ICM CoP project by facilitating terrestrial and marine project linkages.

The component will feature: first, facilitated face-to-face/virtual exchanges among particular subsets of projects, with a particular focus on integrating freshwater projects to advance conjunctive management. Activities in Component 3 will be delivered in close coordination with activities organized under Component 2, to ensure coherence and an overall service centre approach that aligns learning in both Components (and between face-to-face events and online interaction). The Component will feature specific contributions from most partners of the project (but especially those in the Global Network to Advance Integrated River Basin Management), including targeted activities in support of the groundwater community, the surface freshwater community or both as a conjunctive approach. This Component differs from Component 2 in its specific focus on the freshwater sub-portfolio's needs and relevant thematic technical assistance based on specialized activities to develop the capacity of and expand the freshwater portfolio. Activities may include things like integration dialogues, webinars, video lectures, specific technical support to projects, training material (in conjunction with Components 2 and 5), peer-to-peer assistance (in conjunction with Component 2 project twinning), ecosystem-specific programmatic support through guidance materials and face-to-face exchanges.

Second, the GEF increment will support the project to engage with the private sector to help facilitate effective partnerships between GEF IW projects and private enterprises. An insufficient number of GEF IW projects are effectively utilizing partnerships as a means to finance and sustain GEF IW project interventions. IW:LEARN has been at the forefront of facilitating project engagement with the private sector through engagement training and networking opportunities. External learning exchanges and a partner dialogues activity in the proposed project will harness the private sector to be engaged in basins to reduce shared risks and contribute to knowledge management and learning, including local business unit opportunities to collaborate between IW:LEARN partners and IW projects. Activities in this area will include trainings on water stewardship²⁴ and risk tools, dialogues on business participation in water resource management and multi-stakeholder basin funds. Activities will be designed to engage local and national officials, as well as the private sector.

²⁴ The use of water that is socially equitable, environmentally sustainable and economically beneficial, achieved through a stakeholder-inclusive process that involves site and catchment-based actions.

Such activities mean this component is specifically targeted at reaching beyond the GEF IW portfolio, to build partnerships with other actors in the water sector, as well as specifically with joint management bodies like transboundary commissions, with an aim to support global scale-up of GEF IW investments through various knowledge management approaches.

Four sub-components are foreseen under Component 3:

- **Sub-component 3.1: Expanded global surface freshwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing**
- **Sub-component 3.2: Expanded global groundwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing**
- **Sub-component 3.3: Partner exchanges to promote conjunctive management of freshwater GEF projects, and especially addressing the Source-to-Sea interface with coastal and marine projects**
- **Sub-component 3.4: Strengthened Engagement with the Private Sector**

Sub-component 3.1: Expanded global surface freshwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing

Summary of outputs, outcomes and budget

The expected **output** from sub-component 3.1 is:

Expanded global surface freshwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing

The expected **outcome** from sub-component 3.1 is:

Partnerships mobilized for improved learning/ knowledge management, through global communities of practice

The costs for sub-component 3.1: GEF Grant USD\$300,000;

This sub-component links to the following sub-components: 2.1 Twinning, 2.4 Global/Regional Workshops, 3.2 Groundwater CoP, 3.4 Private Sector Engagement, 4.3 Online Thematic Courses

This sub-component links to the following sub-components in LME:LEARN:

Since 2004 (the operational or second phase), GEF IW:LEARN has provided support to the surface freshwater portfolio sub-set of the GEF international waters focal area. This support aimed at building the capacity of river and lake basin projects in areas like stakeholder engagement and environmental flows. The previously funded activities catalysed partner engagement, particularly with the International Union for the Conservation of Nature. After the establishment of the UNDP-GEF LME:LEARN project, with specific support to the GEF's large marine ecosystem, integrated

coastal management and marine protected area project portfolio, it became clear that specific programmatic support for the freshwater portfolio would be required.

The sub-component has a dual goal to advance the Freshwater (FW) portfolio and build coalitions and partnerships (CoPs) for freshwater management. This coalition centres on the afore-mentioned Global MoU Partnership to advance integrated river basin management as a means to catalyse training and experience sharing at a global scale and also within and beyond the GEF IW project portfolio.

During the project preparation stage, different studies (such as the GEF IW portfolio mapping, needs capacity assessment) and negotiations among partners placed an emphasis on overarching themes for attention by the GEF IW community in line with ecosystem management for entire watersheds/basins. As strategic priorities, addressing Source-to-Sea (Ridge-to-Reef for some Partners) and Conjunctive Management concerns encompass a set of themes, which can be segmented accordingly into three parts: Upper Catchment, Main Watercourse and Delta/Coast. These are explained in the following table:

Segment	Priority Theme	Related Topics
Watershed	<ul style="list-style-type: none"> • Benefit Sharing • Stakeholder engagement, especially women. • Environmental Services • Sediment Monitoring • Water & Integrated Development 	<ol style="list-style-type: none"> 1. Stakeholder analysis and engagement bet local and national/regional bodies. 2. Information systems for flood and sediment monitoring. 3. Valuation of environmental services – importance for the whole basin. 4. Sustainable irrigation & livestock mgt. (country level experiences)
Main Watercourse	<ul style="list-style-type: none"> • Nexus/Sustainable Hydropower • Water allocation and water rights, inc. Ecosystem Needs. • GW Governance & Conjunctive Mgt. • Benefit Sharing & Negotiations among countries. • Climate Risk Management, in particular floods and droughts • Institutional Development • Harmonizing national and transboundary policies and laws. 	<ol style="list-style-type: none"> 5. Water allocation & rights across sectors/uses. 6. Cooperative water planning & management across countries. 7. Analysis and action re: risks & opportunities of cooperation for countries. 8. Integrating GW assessment and planning into WR planning at country/basin levels. 9. Experiences in managing effective integrated GW programs (within and across countries). 10. Harmonizing national policies and laws with transboundary needs. 11. Integrating climate risks into WR planning – floods and droughts. 12. Integrating climate risks into WR planning – infrastructure.

		13. Experiences in highlighting water in national development plans and budgets.
Delta/Coast	<ul style="list-style-type: none"> • Climate risk, e.g., flood risks and erosion. • Valuation of environmental assets/ E-flows. • Water & Management of Delta/Coastal Cities 	14. Experiences with erosion control and flood mgt. in coastal areas. 15. Design & operation of E-Flow systems. 16. Analysis of national/basin policies/projects and their impact on water quality & receiving water bodies. 17. Economic valuation of coastal assets – what does it mean for the whole basin? 18. Water & Management of Coastal Cities (coastal area policies, zoning, coastal aquifers, human settlements).

Given Partners’ engagement around the world, some of these themes make more practical sense than others. Current and near-future work will therefore be centred on the following priority themes:

- Water-Energy-Food Ecosystem Nexus
- Environmental Flows
- Benefit Sharing/Stakeholder Analysis
- Climate Resilience
- Legal and Institutional support for freshwater basin organizations (lessons in adaptive management)
- Groundwater Governance and Conjunctive Management (handled in sub-Component 3.2)

These themes also have the potential for highlighting lessons across the Source-to-Sea segments referred to above. Each theme can draw attention to actions and impacts across the entire basin. Exchange of lessons on the themes/topics will benefit both Partner networks and GEF IW:LEARN’s existing communities of learning.

Partners already operate through a variety of their own knowledge networks/CoPs. These CoPs bring together a number of associated stakeholders with Partners’ forums. As in the past, lessons learnt from these networks could be brought to various IW:LEARN events for interactive exchange of experience. IW:LEARN could consider the following categories of groups for such interactive experience: (1) Practitioners (basin managers/associated non-governmental organizations); (2) Policy Leaders (political and administrative leaders); (3) Researchers/Analysts (to link to the analytical community); and (4) GEF project managers and staff.

The sub-component will focus on supporting the surface freshwater portfolio the afore-mentioned thematic areas, by providing catalytic funding to better connect the portfolio with partner programmatic efforts in these areas. The funding will also provide support to engage partners to help the portfolio through global/regional training conducted in Component 2 and 4 (specifically 4.1

and 4.3) of the project. The IW:LEARN funding will, depending on the activity configuration, either assist in supporting facilitation costs of partners, some travel costs of IW project stakeholders to join existing planned partner activities or for partners to provide other programmatic support on the respective themes. These arrangements will vary by partner and by activity, as detailed in the following section. In addition, some funding will ensure the development of a learning exchange service centre, to coordinate the efforts of the all the partners and present a common portal to ensure the freshwater portfolio is aware of and able to take advantage of the partnership's offering for specific technical assistance in key thematic areas.

The activity's objectives include:

- ◆ Leverage global/regional partnerships to support capacity-strengthening of the freshwater portfolio
- ◆ Raise awareness and experience on strategic and emerging themes targeted to the freshwater portfolio
- ◆ Build and maintain a learning resource centre, anchored by the Global Partners, to provide various face-to-face and virtual support to the freshwater portfolio

It is expected that the sub-component will contribute to the overall component by mobilizing partnerships for improved learning in the GEF IW portfolio.

It is expected that the component will leverage significant co-finance from the IW:LEARN partnership. The activities in the sub-component will see sponsorship of project participation in existing activities of the project. The sub-component will also leverage the comparative advantages of each partner in specific thematic areas, by drawing on their experience and programmatic support. These will be alluded to in the specific activity context described below.

Sub-component 3.1 is comprised of six activities:

- Activity 3.1.1: Establish a learning exchange service centre for the freshwater portfolio
- Activity 3.1.2: Support training and provide programmatic support on addressing the Water-Energy-Food Ecosystem Nexus
- Activity 3.1.3: Support training and provide programmatic support on sustainable water infrastructure and cooperative water allocation to meet ecosystem and sectoral water needs
- Activity 3.1.4: Support training and provide programmatic support on Benefit Sharing/Stakeholder Analysis
- Activity 3.1.5: Support training and provide programmatic support on climate resilience
- Activity 3.1.6: Provide technical assistance for Adaptive Management through Legal and Institutional Support for Freshwater Basin Organizations

Activity 3.1.1: Establish a learning exchange service centre for the freshwater portfolio

The activity will see the establishment of a learning exchange service centre as a key IW:LEARN service to the freshwater community of practice (and integrated into the IW:LEARN website framework). This centre, replacing and improving previous attempts to build an online community of practice, would serve as a joint partner mechanism that acts as a one-stop shop for coordinating partner-driven learning activities (twinnings, synthesis documents, targeted trainings, mobilising the external partner network to guide response to Projects' demands and providing means for Projects'

to find their way to the various organizations in the Global MoU Partnership. A small committee comprised of at least all partners active under this sub-component, the PCU Training Coordinator and, possibly, representatives of the Groundwater and Marine CoPs, would design and facilitate learning exchange programmes. These will consist of making a (yearly) plan for delivery of virtual (webinars, video lectures, specific technical support to projects and ecosystem-specific programmatic support through guidance materials) and face-to-face-exchanges (together with Component 2 and 5). This will help structure the overall IW:LEARN face-to-face and virtual learning event cycle, with set themes that are important across the portfolio and match supply and demand.

The activity will contribute to the sub-component by providing an IW:LEARN anchored mechanism to coordinate among partners and provide an entry-point for its beneficiaries to engage the partners. The project will engage chiefly with IUCN on this activity. IUCN has been a long-standing partner of GEF IW:LEARN in this regard. IUCN also provides comparative advantage its previous role as coordinator of the Surface Freshwater CoP and various activities under its current portfolio of projects covering most of the themes prioritised under this sub-component. IUCN will coordinate the overall learning exchange centre, ensuring also that learning from programmes such as the trainings (Sub-Component 2.4) links to the freshwater community of practice, represented by the partners and their thematic outputs, anchored by the centre. There will thus be a workshop coordination function and a website coordination function.

The centre would constitute an enhanced part of the IW:LEARN project website, which conveys the collective offering of the global partnership on specific themes and through specific means. Projects and portfolio partners would gain access to the centre to access these services. The centre would also act as a common portal for hosting webinars, sharing news, storing relevant documents and primary contact information as reflected under activity 1.2.4. Finally, the project may also engage Open Channels to help design an anchor portal for the freshwater partnership.

Activity 3.1.2: Support training and provide programmatic support on addressing the Water-Energy-Food Ecosystem Nexus

Securing supply for water, energy, food and ecosystem services and addressing associated trade-offs of this nexus is a challenge that has recently gained increasing international attention. Addressing sectoral needs can both be a driver for cooperation and as well as a challenge on national and regional levels for both water resource planning and operational management. The Nexus approach is an explicit target for further support under the GEF6 international waters focal area strategy. The activity will deliver programmatic support to the portfolio to address nexus considerations and trade-offs in their project implementation, through a series of global workshops, sharing experience and providing guidance.

The activity will contribute to the sub-component goal by raising awareness and experience on strategic and emerging themes targeted to the freshwater portfolio. The project will work with multiple project partners on this including but not excluding, UNECE, IUCN and GWP, but will feature UNECE in a convening role.

Leading up to 2018, UNECE is carrying out a thematic assessment of the water-food-energy-ecosystems nexus in a number of transboundary basins worldwide, including some with GEF IW projects, such as the Alazani/ Ganikh shared by Georgia and Azerbaijan. The methodology developed by UNECE in 2013-2015 could inform how inter-sectoral links and trade-offs can be better identified, quantified and accounted for and related benefits of cooperation appreciated when diagnosing transboundary river basins and aquifers as well as implementing projects in the GEF:IW portfolio. A Nexus workshop for stocktaking from assessing the nexus in transboundary basins will be organized

in the second half of 2016 by UNECE, IW:LEARN and many other partners, to which IW participants could be *supported*. The workshop will allow for exchange of knowledge and experience between regions and basins in tackling the nexus. **The UNECE co-funding will bring in participants as well as show-case experience from basins assessed for the Nexus in the UNECE region and —from work to be undertaken in 2016 —beyond.** Incremental GEF funding will provide funding for travel of key practitioner participants from **different** regions and in particular basins with GEF IW projects. If needed, a targeted session can be organized for them.

UNECE will prepare policy briefs and synthesis document for Nexus on its work on Thematic Assessment of the water-food-energy-ecosystems nexus in transboundary basins. With support from the GEF IW:LEARN PCU, tailored briefing materials will be developed, featuring good practices in addressing inter-sectoral frictions in transboundary settings as well as case studies. The PCU will in particular, undertake a brief study of known nexus-trade-offs being actively addressed by the GEF IW portfolio.

Further, with incremental GEF support, a devoted side event on integrating a nexus approach to complement the tools available to the GEF:IW projects can be organised with support from IW:LEARN for example during the IWC8 or 9 or at other related occasions.

GWP is advancing on the theme through its regional and country partnerships, and engaging in policy dialogues and nexus assessments for the introduction and the implementation of the Nexus approach. The outputs of the regional dialogue to be brought to GEF IW:LEARN forums as well as other regional CoPs and global CoPs for mutual learning. IW:LEARN will support adaptation of these materials.

IUCN will work on documentation on the theme through its Nexus Dialogue on Water Infrastructure Solutions and follow-up initiatives during 2015-16. A number of synthesis papers are being produced based on previous dialogues in five different regions of the world. Outputs/lessons from this experience will be shared with the CoP at a GEF IW:LEARN or Partner event.

TNC would have contributions to make in the areas of “nature in the nexus” and energy security (hydropower) particularly. TNC could participate in such an event, assuming budget provisions were made for 1/2 FTE travel to and participation in such an event.

Activity 3.1.3: Support training and provide programmatic support on sustainable water infrastructure and cooperative water allocation to meet ecosystem and sectoral water needs

The sustainable development and management of water resources infrastructure, including for hydropower generation, irrigation, flood control, industrial and domestic water supply) in the context of IW is a critical IWRM challenge at both the site/project level and at whole-basin scale. It is essential that solution-oriented policy approaches, methods and tools, and leading edge expertise are brought to bear, to better balance or optimise the economic (e.g. energy, high quality water), social and environmental demands placed on the resource. In the case of built infrastructure environmental flows are a key management tool to secure greater environmental and social sustainability, and healthy, resilient aquatic ecosystems. **The approach will be mindful to the GEF’s policy regarding dams within their policies on environmental and social safeguards, and will ensure that all actions and recommendations are cognisant of these and other UN recommendations/policies.** The specific approaches to be followed within IW:LEARN (for all activities) will be defined in the Inception Phase and agreed by the Project Steering Committee, **which includes representatives of the GEF Secretariat.**

There are substantial plans for new water projects and programs in the developing world, not least for hydropower, which is expected to double in the near future. In the latter instance, these plans are particularly urgent for basins facing substantial energy deficits, such as in large parts of Africa and Asia. However, like other forms of renewable energy, hydropower too cannot be considered as sustainable *per se* due to different negative, downstream environmental and social impacts, *inter alia* on fish populations, sediment transport, human livelihoods, or connectivity with adjacent wetlands. Such impacts need to be avoided to the extent possible (e.g. through optimised dam siting in the basin network, appropriate infrastructure design, effectively integrated conservation plans that offer flow protection) and/or minimised through the provision of environmental flows (e.g. environmental flow releases from dams, regulated limits on water abstraction, water markets).

The design and implementation of more sustainably developed and managed basin systems that explicitly consider the water-related needs of the ecosystems which comprise the resource base has implications across the three segments in the Source-to-Sea canvas that Component 3 addresses.

Methods and tools applied, and lessons learnt in different basin contexts will be of great interest to others, and IWL can support the sharing of these lessons. The activity will deliver programmatic support, especially capacity development (e.g. targeted and regionally tailored, problem oriented training) to the portfolio to address sustainable water infrastructure and environmental flow considerations, and associated trade-offs, in their project design and implementation, through support for Partners' workshops and documentation.

The activity will contribute to the sub-component goal by raising awareness, growing understanding and capacity, and sharing experience on sustainable water resources infrastructure, including sustainable hydropower, and cooperative water allocation to meet ecosystem and sectoral water needs, and leveraging the partnership to deliver this learning. The project will work with TNC, ICPDR and IUCN on thematic knowledge exchange, with TNC in a convening role.

Three main, thematic learning events are envisaged as comprising the core of this activity, supported by an associated webinar series, with probably one event per region in Asia, Africa and Latin America, as follows

- (1) Methods, tools and capacity for operationalizing and implementing eflows, with a focus on sustainable practices. It is proposed that this event make use of TNC's Sustainable Hydropower Centre, China, as a virtual learning hub and source of capacity and expertise. The region of focus is suggested as Asia.
- (2) Hands-on interdisciplinary science capacity development, for technical staff in Government agencies, industry, and academia. The proposed geographic focus is Africa/cross-regional;
- (3) A global-scope event, possibly hosted in South America, targeting knowledge exchange around environmental flows and the governance and management systems for decision-making and regulation of large water projects, at basin-national-transboundary scales, for all GEF IW project and partner basins of interest.

It is proposed that at least one of these three events be linked to a multi-basin twinning effort on environmental water management, to share new knowledge generated in the exchange and potentially jointly pilot a novel approach. The learning exchange events are proposed to each have an interactive, problem-oriented session focused on identifying and sharing solutions to some of the more pressing problems identified by basins/projects. (e.g. sediment passage, monitoring systems, or integration of operation phase and early stage planning for event (1), social sciences integration and/or the use of economic instruments for event (2), and (3) regulatory, permitting and/or decision-support systems for event (3).)

The resources to support the learning ACTIONS will be drawn from Component 2: Share Knowledge Across Projects and Partners (Through Dialogue Processes and Face-to-Face Capacity Building) to Advance Transboundary Water Management.

At least two of the three events would need to be linked directly to IWC events or other priority international or regional events identified through the project (Link to: Sub-component 2.2: Eighth and Ninth GEF Biennial International Waters Conferences; Link to: Sub-component 2.3: Supporting Regional Cooperation Over Shared Water Resources through Dialogue), while one could possibly be stand-alone (Link to Sub-component 2.4: Global and Regional Targeted Training).

A series of webinars/cafés, communication pieces, and/or use of the online, generic introductory eflows course and other Component 4 partner learning materials (as per the road map activity), will be used to explicitly support and complement these face-to-face events.

Summary products will be generated for each of these knowledge exchanges, with the use of best practice methods and tools, and project-adapted training materials in the events.

The partners involved in this activity possess the following interest and expertise in this topic area:

- TNC has extensive on the ground technical and policy experience, as well as numerous leading journal and technical publications and case reports, on environmental flows and sustainable water infrastructure. Both the science and practice of eflows determination and eflows implementation have been addressed within the US Sustainable Rivers Program, a long-term TNC-USACE partnership that has led to dam reoperation to release eflows in eight large river basins, as well as the inclusion of eflows in decision-making processes at state level. TNC staff have led, facilitated, and presented in numerous eflows training sessions in Latin America, Africa, North America and Asia. They have several projects in basins and at national/statewide level to: establish eflows standards, release eflows (e.g. Yangtze Basin, China); develop basin decision-support systems for flow management (e.g. Magdalena Basin, Colombia); and help develop national regulatory frameworks for infrastructure licensing and water withdrawal permitting. TNC has also contributed directly to national eflows policy and guidelines in several countries, including Mexico and the USA. TNC has a global priority strategy focused on sustainable hydropower, which will generate new tools and methods for basin and project level hydropower planning and operation. They are an active partner in the trialing and further development of the Hydropower Sustainability Assessment Protocol. TNC is supporting the establishment of a Sustainable Hydropower Centre in China, to build capacity and foster excellence within the hydropower industry globally.
- ICPDR will share its 2013 Guiding Principles on Sustainable Hydropower and the experiences of their application in the Danube River Basin. Particularly their use at basin wide and national levels in hydropower sector strategic planning could be disseminated at IW fora.
- IUCN has invested various efforts in sustainable water infrastructure, including the role of natural infrastructure, and in environmental flows. They have experience running previous workshops under IW:LEARN 2, based on the IUCN WANI toolkit FLOW (e.g.: http://IW:LEARN.net/abt_IW:LEARN/events/workshops/application-of-environmental-flows-in-river-basin-management). They have access to a network of eflows practitioners, including through the Global Environmental Flows Network (eflownet.org, some 1300 persons), and have web resources and training materials to share. Specifically for hydropower, IUCN could link up learnings from the WISE-UP project to in-person activities or virtual events. WISE-UP is developing knowledge on how to use portfolios of built water infrastructure (eg. Dams, levees, irrigation channels) and natural infrastructure (eg. Wetlands, floodplains, watersheds) for poverty reduction, water-energy-food security, biodiversity conservation, and climate resilience. The four-year project (2013-2017) links ecosystem services more directly into water

infrastructure development, including in the Tana (Kenya) and Volta (Ghana-Burkina Faso) river basins.

Activity 3.1.4: Support training and provide programmatic support on Benefit Sharing/Stakeholder Analysis

Countries will decide on their cooperation depending on expected benefits (and related risks/costs). So any basin management plan must address benefits from cooperation flowing to countries. The same principle also applies to sharing benefits by local stakeholders and by the basin as a whole. Benefit sharing remains an exploratory theme in IW and much work needs to be done in both concept development and application. The activity will deliver programmatic support to the portfolio to address benefit sharing in their project implementation, through a series of global workshops and guidance that will be organized and/or supported by partners.

The activity will contribute to the sub-component goal by raising awareness and experience on benefit sharing and leveraging the partnership to deliver this learning. The project will work with GWP, IUCN and UNECE on this topic, with IUCN in a convening role. IUCN can share outputs of its Water Governance publications series and BRIDGE experiences. Outputs are already available on International Water Law, with additional lessons on harmonizing national water legislation and regional needs. Current efforts centre on developing a training package (and a Benefit-sharing Opportunities Assessment Tool) on Stakeholder Negotiations with respect to benefit sharing. Through the BRIDGE project, training workshops and dialogues are regularly planned on this topic in 5 regions of the world. GWP is working on a stakeholder analysis tool as well. UNECE for its part, is working on a policy guidance Note on identifying, assessing and communicating the benefits of transboundary cooperation to be ready in 2015. They will plan a major event in 2017 or 2018, to which IW project participation can be leveraged. UNECE event will bring in participants from Europe and Central Asia. GEF IW:LEARN could support through funding for travel of key practitioner participants from other regions.

Activity 3.1.5: Support training and provide programmatic support on climate resilience

Climate change is now an inescapable reality and most impacts are felt through the water cycle. Climate change has been recognized as a significant driver of a number of transboundary problems in international waters, including invasive species, water quantity, changes in biodiversity, loss of ecosystems and eutrophication.

Basin-wide cooperation in climate change adaptation is necessary to prevent possible negative impacts of unilateral adaptation measures on other riparian countries and to support the coordination of adaptation measures at the basin level. Cooperation can enable joint development of more cost-effective solutions, which offer benefits to all or several riparian Parties, for example by exchanging information and by locating measures in the basin where they have the optimum effect. Many basins are therefore starting to address the issue. However, the need for guidance and exchange of experience in this emerging area is still high.

Mainstreaming climatic change and variability is the iterative process of integrating considerations of climate change risks into policymaking, budgeting, implementation and monitoring processes at basin, national, sector and sub-national levels. It is a long-term, multi-stakeholder effort. It entails working with a range of government and non-governmental actors and other actors.

The activity will support the GEF IW portfolio in building climate resilience in project implementation, through a series of global workshops and technical guidance.

The activity will contribute to the sub-component goal by building capacity on addressing climate resilience and leveraging the partnership to deliver this learning. The project will work with UNECE, which has significant experience over 4-5 years on this theme, as a convener to address the topic. The project will also engage GWP and collaborate with the WMO.

In particular, in 2016-2017, UNECE will organize together with partners such as WMO, INBO, GWP, etc. at least two global workshops on climate change adaptation in transboundary basins. UNECE co-funding will allow funding eligible participants in particular from Europe, Caucasus and Central Asia region. GEF IW:LEARN funding would allow bringing the events to global level by supporting participation of GEF IW projects from the other regions. The workshops will be organized in the framework of the UNECE Task Force on Water and Climate, which consists of government representatives and practitioners from the water field who regularly meet to exchange best practices on adaptation in transboundary basins. In addition, UNECE and INBO have created a global network of basins working on climate change adaptation, including for basins with GEF IW projects such as the Drin, Chu Talas, Niger etc. Additional IW basins and projects/partners working on climate change may join the network. The body of knowledge accumulated by the Task Force and the network will be made available to the GEF IW projects, including through technical guidance. In turn, the IW projects will have an opportunity to showcase their achievements at the workshops and meetings.

If necessary/ useful and with GEF incremental funding, a special session for GEF projects can be organized at the occasion of the above mentioned workshops and/ or IWC8 or 9.

GWP is conducting regional and basin wide training workshops to be implemented under the project Water, Climate and Development Programme (WACDEP / 2011-2016 with possible second phase being under consideration). WACDEP has been created to support the integration of water security and climate change adaptation into development planning processes on different levels (including transboundary) and the design of financing and investment strategies. IW project participation to these events will be leveraged.

In addition, work on this topic is on-going and supported by collaboration with WMO. A major focus is to help water institutions develop effective policies and coordinated management plans at country and regional levels to address floods. GWP has completed a first round of work in Europe and is expanding this work to Asia in 2015-16. The outputs of the regional dialogue to be brought to GEF IW:LEARN forums so that other regional and global CoPs for mutual learning. The outcomes of the dialogue at country/regional levels could be synthesized and adapted for a wider GEF IW:LEARN audience.

Activity 3.1.6: Provide Technical Assistance for Adaptive Management through Institutional Support for Freshwater Basin Organizations

Transboundary water institutions will have to deal with a continually changing work environment as they grow. New opportunities and challenges will emerge with regularity during their evolution. The need to address environmental services, environmental-flows, water quality, and climate risks are some examples. The activity will deliver programmatic support to the portfolio's associated transboundary basin organizations as well as support to projects facilitating their establishment, through a series of global workshops and peer-to-peer support.

The activity will contribute to the sub-component goal by raising awareness and experience on adaptive management and how to strengthen basin organizations, leveraging the partnership to deliver this learning. More broadly the activity will be contributing to other outcomes, particularly by strengthening the governance of transboundary water ecosystems. The project will engage GWP, IRF, ICPDR, IUCN and UNECE in catalysing this support, with ICPDR in a convening role. ICPDR conducts a program of on-going exchanges with multiple RBOs on approaches and methods for transboundary cooperation and adaptive management in river basins. Critically, ICPDR can share lessons on legal and institutional frameworks of RBOs, methodologies to river basin management planning and incorporation of cross-sectoral approaches into river basin plans. Experience in adaptive management, regular update of RB plans and active public and private sector participation based on stakeholders analysis can be shared within IWL learning and twinning activities.

GWP is implementing a capacity-building/knowledge management activities, including establishment of a Community of Practice and capacity building activities for river basin organizations and stakeholders. These include trainings, development of best practice guidelines, knowledge products, establishment of knowledge exchange network; knowledge management and information exchange; exchange of best practices; transboundary management related data exchange

The IRF will organize and deliver the annual *Riversymposium* (2015 Australia; 2016 India; 2017 Australia; 2018 TBD). Integrated river basin management is the underpinning framework for the design of the conference themes each year. This event encourages cross-sector dialogue with a focus on solutions and innovation as well as looking to case studies drawn from around the world, including large transboundary river systems. Workshops are run by various organisations in conjunction with the conference, including river basin commissions, aid agencies, government agencies and IRF network partners. This conference draws together a range of river basin professionals to support development and learning. 2015 will also see the launch of the Young River Professionals program aimed at both personal and professional development as well as the second “Women in Rivers” event. Project funds will leverage some participation, including support needed for up to 3 participants from its own KM network.

IUCN continues to support and develop champion networks that promote empowerment of local stakeholders for transboundary water cooperation and better water governance. Expanding the global surface freshwater Community of Practice including through linking up BRIDGE champions networks can contribute toward increased learning and effective advocacy for mobilization of water diplomacy. Regional champion networks, dissemination of lessons from demonstrations and a Water Law and Governance Support Platform will be in support of IW:LEARN regional capacity-building workshops.

UNECE is supporting establishment and/ or strengthening of river basin organizations in numerous basins. The organisation also works on international water law through the various bodies under the UNECE Water Convention. IW:LEARN funds will be leveraged to support engagement with this support on the part of GEF-associated freshwater basin organizations.

Sub-component 3.2: Expanded global groundwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing

Summary of outputs, outcomes and budget

The expected **output** from sub-component 3.2 is:

Expanded global groundwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing

The expected **outcome** from sub-component 3.2 is:

Partnerships mobilized for improved learning/ knowledge management, through global communities of practice

The costs for sub-component 3.2: GEF Grant USD\$250,000;

This sub-component links to the following sub-components: 2.1 Twinning, 2.4 Global/Regional Training, 3.1 Freshwater CoP, 3.3 Source-to-Sea, 4.3 Online Thematic Courses

This sub-component links to the following sub-components in LME:LEARN: L3.6 At least six training sessions

Since 2011, GEF IW:LEARN has been engaged on the topic of groundwater and in support to the focal area's groundwater portfolio through the work of UNESCO's International Hydrological Programme. In the previous phase, engagement spread across integration dialogues to promote conjunctive management of surface and groundwater, an elaborated community of practice featuring tools, technical assistance and engagement through blogs, webinars and videos.

Many countries and lake/river basins have invested significantly in better understanding their surface water availability and use. Groundwater is their next major challenge. Interest in groundwater has rapidly increased across regions, in particular in the semi-arid areas. Recent release of new information on transboundary aquifers has prompted attention to the IW aspects of groundwater management. But much work remains to be done at the national and sub-national levels to enable countries and basins to deal with groundwater challenges. Data, monitoring and utilization of information remain hurdles in planning and management. Institutions for aquifers and conjunctive management are still work in progress. Basin institutions need substantial support in advancing the groundwater agenda within an IWRM framework.

The relative deficit of data and capacity are a source of concern for water planners. The uptake of groundwater projects is less than satisfactory. There is hence a need for raising the awareness of GEF and other funding agencies as well as water leaders and build their capacity to target opportunities for assistance and investments in the field of groundwater resources.

Insufficient attention has been given to the role of groundwater in sustaining freshwater ecosystems and biodiversity, providing a source of renewable energy, mitigating the impacts of climatic variability and change, and combating land degradation. It is interesting to note that project personnel and countries involved in the MENARID program have demonstrated a high interest in the IW LEARN component aimed at facilitating the integration of groundwater consideration into the MENARID land degradation projects, none of which had clearly defined activities and outcomes related to it.

The GEF 6 IW Strategy, following along the lines of the GEF 5, has placed particular emphasis on groundwater issues, supporting actions in two main directions:

- ◆ Fostering multi-country cooperation in the management and protection of transboundary aquifers

- ◆ Supporting implementation of conjunctive surface and groundwater management in transboundary contexts.

The Sub-Component will continue to mobilize partnerships, to work together for improved learning and knowledge management through the global groundwater freshwater Community of Practice (CoPs) to impact results, advance conjunctive management and support capacity strengthening on strategic and emerging freshwater themes. The activity will seek to enhance the capacity of the GEF System in groundwater issues, and in particular in conjunctive surface and groundwater management, through awareness raising.

The activity will continue building out the existing web space developed for the Groundwater Community of Practice as global portal to future IW LEARN groundwater information and activities. The Global Groundwater Forum (being the interactive arm of the CoP) hosted by IGRAC will continue to act as catalyst for online exchanges on groundwater resources.

The objective of the Sub-Component are:

- ◆ Enhance the capacity of the GEF System in groundwater issues, and in particular in conjunctive surface and groundwater management,
- ◆ Raise awareness among other focal area projects on the threats and opportunities linked to groundwater and subsurface space.
- ◆ Keep the legacy of recently completed IW groundwater projects alive and expand to new entries the access to information exchange tools and events.
- ◆ Support training on the provisions contained in the Draft Articles of the “Law of Transboundary Aquifers” and the UNECE Water Convention should be further highlighted as guiding principles for the IW portfolio and to be considered when preparing new project proposals.

The sub-component will contribute directly to the Component outcome by mobilizing partnerships for improved learning, in this case with UNESCO and other partner organizations.

The sub-component will be led by UNESCO-IHP, in close association with the UNESCO Category II Centre IGRAC (International Groundwater Resources Assessment Centre). UNESCO-IHP brings multiple decades of experience with groundwater management as well as a half-dozen associated programs including the International Shared Aquifer Resource Management (ISARM) Initiative, the Groundwater Resources Assessment under the Pressures of Humanity and Climate Change (GRAPHIC) Project and WHYMAP (World-wide Hydrogeological Mapping and Assessment Programme). The GEF increment will be utilized to support various activities associated with supporting the existing groundwater portfolio and raising awareness about it throughout the rest of the portfolio. Incremental funds will be used to maintain the website functionality, produce synthesis and promotional documents, videos and conduct webinars.

The activity will catalyse additional support from UNESCO’s Water Family, which includes 17 water-related Centres around the world as well as – UNESCO Chairs and UNITWIN on water resources. Their work and research can directly contribute to: (1) support capacity building workshops at regional level; (2) organize online training courses on groundwater-related thematic content; (3) provide technical support on groundwater-related issues within the Groundwater CoP and in the organisation of technical meetings. IGRAC will continue to facilitate the existing online community of practice platform for the groundwater portfolio, including maintaining/updating the content as well as facilitating engagement with stakeholders especially through webinars. In addition, UNESCO

together with UNECE will contribute to the dissemination and adoption of the Draft Articles on Transboundary Aquifers (by UN General Assembly Resolution 63/124), and now also addressed in the UNECE Water Convention, to promote cooperation on groundwater as well as conjunctive use of groundwater and surface water. Experience in the application of the model provisions is expected to develop during the project period; this experience will need to be encouraged and shared.

Sub-component 3.2 includes two activities:

- Activity 3.2.1: Enhance the capacity of the GEF System in groundwater issues, and in particular in conjunctive surface and groundwater management
- Activity 3.2.2: Preserve the legacy of GEF IW groundwater projects through sustained GEF IW Groundwater Community of Practice

Activity 3.2.1: Enhance the capacity of the GEF System in groundwater issues, and in particular in conjunctive surface and groundwater management

This activity will aim at:

- a) Support training to enhance the capacity of the GEF System in groundwater issues, and in particular in conjunctive surface and groundwater management, through both awareness raising and technical support activities (targeted workshops, project twinning, webinars, surface – groundwater dialogues, innovative ICT tools, video experiences from projects, video tutorials/lectures; specific groundwater TDA/SAP, etc.).
- b) Raise awareness, also among other focal area projects, on the threats and opportunities linked to groundwater and subsurface space, and on the need to integrate this fundamental resource and component of the natural environment into their strategies and project design.

It will specifically support the GEF6 IW focal area strategic priority to focus support on more effective conjunctive management and sustainable use of transboundary surface and groundwater resources, together with associated ecosystem and the services they provide. The activity will achieve this by supporting training programs and events on conjunctive management, based on a portfolio-wide learning needs assessment, and by identifying pilot cases for establishing dialogue between surface and groundwater (River basins), and coastal aquifers and shallow marine ecosystems. The activity will also support sessions at the two International Waters Conference planned in this project (Component 2). Finally, the activity will also include a series of webinars to promote understanding and application of conjunctive management.

Activity 3.2.2: Preserve the legacy of GEF IW groundwater projects and through sustained GEF IW Groundwater Community of Practice

This activity will focus on:

- a) Preserving the results of the existing groundwater portfolio for further replication in the future, and maintain alive the legacy of IW groundwater projects recently completed.
- b) Make use of the existing web space developed for the Groundwater Community of Practice as global portal to future IW LEARN groundwater information and activities. The Global Groundwater Forum (being the interactive arm of the CoP) hosted by IGRAC will continue to act as catalyst for online exchanges on groundwater resources.

c) Through the CoP, disseminate and raise awareness on the results of the Groundwater Governance and the TWAP Projects.

d) Support training on the provisions contained in the Draft Articles of the “Law of Transboundary Aquifers” adopted by the UN General Assembly, and the UNECE Water Convention as guiding principles for the future IW portfolio.

Lessons learnt from selected aquifers will also contribute to building awareness and interest (as above). The activity will also support works to improve the existing CoP platform.

Sub-component 3.3: Partner exchanges to promote knowledge co-ordination between linked freshwater and marine GEF IW projects

Summary of outputs, outcomes and budget

The expected **output** from sub-component 3.3 is:

Partner exchanges to promote conjunctive management of freshwater in GEF IW projects, both surface and groundwater (together with global partner learning network), as well as to promotion of Source-to-Sea with coastal and ocean projects (together with global LME governance project)

The expected **outcome** from sub-component 3.3 is:

Partnerships mobilized for improved learning/ knowledge management, through global communities of practice

The costs for sub-component 3.3: GEF Grant USD\$50,000;

This sub-component links to the following sub-components: 2.1 Twinning Programmes, 3.2 Global Groundwater CoP, 2.6 Global Dialogues, 4.2 SAP Implementation Good Practices

This sub-component links to the following sub-components in LME:LEARN: L2.1 Working Group Ecosystem Management

The dynamic interface between land and oceans captures a key development and environmental challenge of our time. The international community has recognised the need for integrated coastal and freshwater management in the Manila Declaration on Furthering the Implementation of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities, adopted by 65 countries in January 2012, which committed “to improve cooperation and coordination at all levels to deal with issues related to oceans, coasts, islands and their associated watersheds, by applying integrated management such as “ridge to reef” approaches, including by involving stakeholders and developing innovative solutions to improve or resolve identified problems. Basin institutions need to increasingly address ways of identifying the impact of land based policies on water bodies, especially marine waters and practical means of determining policies and management systems for alleviation of problems and for sustainable development.

The GEF has consistently and increasingly focused on a ridge-to-reef approach (and more recently source-to-sea) since the 1990s.

GEF IW:LEARN has been a mechanism over the last 15 years to ensure coordination and collaboration between all GEF IW projects, both freshwater and marine. It is one of the few mechanisms that does so. In 2012, a GEF IW:LEARN workshop catalysed a collaboration between the Orange-Senqu River Basin project and the Benguela Current LME, both UNDP-GEF projects. The two projects worked together on an analysis document that looked at the 'source-to-sea' linkage between the two systems.

This sub-component will engage Conservation International and the global Source to Sea Action Platform to the benefit of the global IW portfolio and the wider community addressing and promoting source to sea management. The Source-to-Sea Action Platform is a coalition of several partners (many part of the IW:LEARN partnership)²⁵ united to examine the overall issue of source-to-sea.

One region will be selected during the inception phase to host a learning workshop and to develop a case study of the lessons and recommendations from the on-going Source to Sea work in that region. Anticipated criteria for guiding the final selection include:

- ◆ On-going or planned GEF IW or partner initiatives on Source to Sea issues, with demonstration projects and lessons learned to showcase;
- ◆ Demand to collaborate and willingness to financially support it demonstrated by host programs and potential partner projects;
- ◆ National support from governments for collaborative source-to-sea activities;
- ◆ Inputs from the Source-to-Sea Platform, Conservation International and the GEF's Scientific and Technical Advisory Panel (STAP)
- ◆ Agreement of the GEF IW:LEARN PSC;
- ◆ Availability of a host facility and accommodations, financial considerations including hosting expenses and costs of participant airfares; and
- ◆ Potential to combine the logistics with other meetings being attended by some of the same participants, to achieve cost savings and to increase attendance (optional).

The activity has the objectives of:

- ◆ Distilling best practices and lessons from global experiences in managing Source to Sea issues
- ◆ Leveraging global/regional partnerships to support conjunctive and source-to-sea management of shared waters in line with GEF corporate strategy
- ◆ Raising awareness and exchanging experiences on conjunctive and source-to-sea management of shared waters

This will directly contribute to the overall component outcome by mobilizing exchanges of experience between a nascent community of practitioners working on Source to Sea issues around the world.

The GEF increment will be primarily utilized to catalyse efforts by both other GEF IW projects concerned (particularly the affected LME projects) but also additional partners. GEF funds will

²⁵ United Nations Development Programme (UNDP), Global Environment Facility (GEF), United Nations Environment Programme, Global Programme of Action for the Protection of the Marine Environment from Land Based Activities (UNEP-GPA), United Nations Environment Programme, Center for Water and Environment (UNEP-DHI), Global Water Partnership (GWP), Delta Alliance International, Stockholm Environment Institute (SEI), Xiamen University, , Stockholm International Water Institute (SIWI) and the International Commission for the Protection of the Danube River (ICPDR)

support travel expenses for 10-15 attendees to a global workshop (some from LME programs, some from CI's field staff – the exact number will depend on the location chosen and the availability of cost-sharing arrangements); expert technical inputs on Source to Sea issues and solutions; and a portion (with the remainder to come through cost-sharing arrangements with other programs) of the venue costs, internal transport, meals, staff time to organize the workshop and to collate and write up its outputs, and other workshop hosting costs.

The project will work with partners the Source-to-Sea Action Platform and UNEP's Global Programme of Action (UNEP-GPA) but with Conservation International as sub-component convener. The Platform will be funding various awareness-raising and similar studies (the first of which will be conducted by the STAP), onto which IW:LEARN funds can bring in expertise to assist the studies.

The IW:LEARN funding will leverage the work of the Platform and its partners, as well as the work of UNDP-GEF LME:LEARN and the work of GEF IW and partner projects in the selected region. A recent review by Conservation International (CI) of the literature on ridge to reef issues and solutions, which identifies lessons learned and recommendations, will be another key input.

Sub-component 3.3 is comprised of one activity:

Activity 3.3.1: Support a Source-to-Sea Lessons Learned and Dialogue Workshop

A global "Source to Sea Workshop" will be held. Representatives from IW regional projects, Seascapes, Regional Seas programs, the GEF STAP / Source to Sea Action Platform and others will be invited to exchange their experiences in managing Source to Sea issues, to encourage interactions between field practitioners within both the GEF IW community and with those implementing other approaches to large-scale marine, coastal and freshwater management and the linkages between these systems. The format will build upon CI's longstanding experiences in running the annual Seascapes Workshop as an exchange of experiences from practitioners from around the world. Best practices will be discussed and distilled from these sessions.

The workshop will be hosted in a location with rich experiences and lessons in Source to Sea work, which can be showcased to attendees and used as a case study for discussions.

As described above, the GEF increment will support travel expenses for 10-15 attendees and some of the core hosting costs of the workshop including expert technical inputs. Additional funding will be sought from the host GEF programs, and potentially from the project twinning and workshops budgets with IW:LEARN and LME:LEARN. Other attendees (e.g. GEF implementing agency staff and additional CI headquarters staff) will be invited but their travel costs will not be covered by this component's budget.

The location of the targeted region will be confirmed by the PSC in the Inception Phase following agreed criteria. The activity will support the expected sub-component objective addressing the interface between freshwater and marine projects and exchanges of knowledge and experiences. This will also benefit other IW projects that are developing initiatives to address source-to-sea issues.

Sub-component 3.4: Strengthened Engagement with the Private Sector

Summary of outputs, outcomes and budget

The expected **output** from sub-component 3.4 is:

Structured engagement with the private sector through dialogue and joint activities

The expected **outcome** from sub-component 3.4 is:

Partnerships mobilized for improved learning/ knowledge management, through a global communities of practice

The costs for sub-component 3.4: GEF Grant USD\$175,000

This sub-component links to the following sub-components: 2.1 Twinning, 2.2 IWC, 2.4 Global/Regional Targeted Training, 4.2 SAP Implementation Good Practices

This sub-component links to the following sub-components in LME:LEARN:

Growing economic challenges are stretching contributions to the GEF from donor nations. A broader discussion on the role of the private sector and NGOs in the development, implementation and funding of GEF IW projects is required. Previous phases of IW:LEARN have increased emphasis towards this objectives, through the IWC (five through seven) and the development of programmatic guidance (in partnership with the Global Environment and Technology Foundation). The previous phase of GEF IW:LEARN also supported a global level dialogue focusing on how the private sector can be involved in the sustainable management of shared waters, facilitated by the Global Water Partnership and manifested in part by a roundtable taking place in connection with the 8th IWC. The dialogue aims to identify, debate, agree on and eventually disseminate viable approaches on how to partner with the private sector in the pursuit of more sustainable water resource management. Activities in this sub-component will build on these previous works and supporting an expanded activity.

This sub-component will contribute to the component outcome by strengthening private-sector partnerships. Through strategic engagement with the private sector, GEF IW: LEARN projects will be more effective at building leverage beyond that of traditional NGO and governmental engagement. This is expected to lead to an increased number of GEF IW projects with private sector involvement and GEF IW: LEARN will be strengthened with content, including good practices. The GEF increment will support the design, implementation and facilitation of regional workshops and the dissemination of digital and hard-copy tools and materials (building upon and going beyond the Private-Public Partnership Handbook developed in the previous phase). Private sector engagements will be focused on IW strategy implementation and address investments in SAP implementation issues from a broad corporate risk perspective that transcends traditional, narrow corporate responsibility measures.

Water Stewardship

After extensive input and vetting, the Alliance for Water Stewardship²⁶ developed a concise definition of Water Stewardship:

²⁶ The Alliance for Water Stewardship (AWS) is a multi-stakeholder organization dedicated to enhancing water stewardship capacity, and guiding, incentivizing and differentiating responsible water use. AWS employs three mutually-reinforcing programs to drive improved water stewardship: a standard and verification system, membership of a multi-stakeholder association, and training. Together, these programs are designed to build capacity and provide a forum through which knowledge on water stewardship can be generated, accessed

The use of water that is socially equitable, environmentally sustainable and economically beneficial, achieved through a stakeholder-inclusive process that involves site and catchment-based actions.

WWF subscribes to this definition and will work towards this approach in the Private Sector Engagement portfolio of GEF IW: LEARN.

Water Stewardship is much broader and deeper than traditional corporate social responsibility, simple philanthropy by corporate donors, and one-off corporate-sponsored events. **Activities in this sub-component will also look beyond stewardship at the types of engagements that support countries and projects in leveraging investments towards sustainable management of shared water resources.**

The objectives of these activities will include:

- ◆ Build a foundation of knowledge of selecting, implementing, marketing, integrating, growing and evaluating relationships with key private sector partners.
- ◆ Share existing knowledge of private sector engagement lessons from around the world.
- ◆ Collect and share new lessons, techniques and strategies for private sector engagement with high-level water issues and policy.

With WWF as sub-component convener, workshops will convey good practices in collaborating with private sector companies.

WWF has extensive experience in partnering with major global corporations on freshwater issues. WWF's water stewardship work is driven by identifying and working with major corporations in strategically selected watersheds. WWF has been a trusted partner in determining where water stewardship actions are best placed in a company's operations, supply chain and in which watersheds. WWF's most significant private sector partners include: The Coca-Cola Company, Ecolab, McDonald's, GMI, H&M, Woolworth's and SAB Miller. WWF has demonstrated expertise in providing capacity-building sessions, resource materials, knowledge management, and communications vehicles within this emerging field of collaboration. WWF has expertise in synthesizing disparate water issues into comprehensive strategies for companies. WWF has unique capacity, expertise and experience with the only Global Water Stewardship Standard as developed by the Alliance for Water Stewardship (AWS).

This sub-component will directly leverage contributions from partners ranging from guiding materials and tools for activity 3.4.3 (guidance material) to participation in and resources for 3.4.2's workshops. All contributions either directly help private sector entities improve and implement their corporate water stewardship programs, create sector-based action platforms for water stewardship, or develop regional or national frameworks and policy that shape how private sector entities interact with water resources. All highlight how stakeholders must collaborate for sustained water stewardship and provide guidance as to how the private sector can get engaged at all levels.

Partners include WWF, The Nature Conservancy, International River Foundation, UNIDO, GWP-Med, GWP, and ICPDR.

World Wildlife Fund (WWF)

and shared, helping us to address our shared water challenges. At the heart of all three programs is the stakeholder-endorsed AWS Standard.

WWF will leverage the WWF investment in its Corporate Water Stewardship program, the WWF-The Coca-Cola Company (TCCC) Partnership, and experience in other water and commodity multi-stakeholder initiatives. The WWF-TCCC Partnership website on freshwater conservation includes lessons learned on NGO-private sector engagement, and provides a series of checklists to help step others interested in partnering with businesses through the engagement process. WWF's Risk Filter tool will also be introduced to the portfolio. The online Water Risk Filter (www.waterriskfilter.org) has been widely regarded as an important innovation that covers a holistic risk assessment and a well-structured set of mitigation responses and case studies. WWF will also share lessons learned from the launch of the Guatemala Water Fund to help jump start a new water fund initiative in San Pedro Sula, Honduras.

United Nations Industrial Development Organization (UNIDO)

UNIDO business partnership programme has an annual budget of \$220,000. UNIDO Green Industry Initiative (Phase II): Operation and promotion of the Green Industry Platform, which runs demonstration projects to showcase best practices for greening existing industries and creating new green industries and conducts research and awareness-raising to promote adoption of Green Industry principles. Our business partnership activities have resulted, amongst others, in a public-private-partnership with Heineken on water stewardship in water stressed catchment areas.

Global Water Partnership-Med (GWP-Med)

GWP-Med has advanced dialogue as well as experienced development of and sharing about private sector participation through their 'Governance and Financing for the Mediterranean Water Sector' Program (2013-2015), jointly implemented with OECD, and formally labelled by the Union for the Mediterranean. The Programme has a focus at regional sharing of knowledge emanating from national technical assessment and multi-stakeholder consultation on exploring conditions for private sector participating in developing national water supply and sanitation infrastructure. Related activities are implemented by GWP-Med and OECD in the Mediterranean since 2008.

Overall GWP's private sector engagement involves facilitating their interaction with policy, policy makers and policy implications. Private sector engagement on water stewardship will require interaction here and also more awareness and action by all sectors (public, private and civil). Learning from previous engagement and experience in water stewardship from OECD countries in the Mediterranean region (via GWP-Med) and a wider group (GWP), will be essential for private sector entities to tap into and operate within. GWP has a strong history of facilitating participation from the private sector (with an emphasis on water service providers) and public sector in these policy change and creation frameworks.

Global Water Partnership (GWP)

GWP – A further set of Country Consultations on water will be organized by GWP and to be followed up with a set of concrete activities. This project will be ensuring proper engagement of the private sector into the policy discussions and offering a model of multi-level activities leading towards exploring new opportunities for cooperation and partnership.

International Commission for the Protection of the Danube River (ICPDR)

ICPDR's "Green Danube Partnership" between ICPDR and the Coca-Cola System is renewed on an annual basis; otherwise, cooperation is pursued on an ad-hoc basis resting on MoUs with corporations. The current program works to bring basin-wide, regional and sectoral conventions and policy to the national level for the hydropower, navigational, and (upcoming) agricultural sectors.

This includes convening stakeholders, collecting examples of implementation of these policies and conventions and sharing lessons learned for how they can help lead to sustainable development. Current examples come from the Czech Republic, Croatia, Bosnia and Herzegovina and Austria.

ICPDR can host study visits from GEF projects, International Commissions from other basins to learn from our experiences indicated above. With incremental support, ICPDR can produce learning materials on approaches, experiences and lessons learned in working with private sector from the perspective of international river basin commission. This represents not only the Green Danube Partnership with Coca Cola renewed on yearly basis for more than a decade now but also the umbrella framework called Business Friends of Danube underpinned by separate MoUs with corporations. Another experience to be shared is the Guiding Principles on Sustainable Hydropower, a basin wide policy adopted by the ICPDR, energy sector, NGOs. The Joint Statement on Sustainable Navigation provides platform for private sector, transport and water management authorities and NGOs for structured dialogue facilitating development of large infrastructure projects and strategic planning in line with environmental regulation – another example of engagements with private sector. With incremental support, ICPDR can also contribute to the design and content of workshops and training events including sending speakers presenting case studies from Danube Basin.

Sub-component 3.4 is comprised of three activities:

- Activity 3.4.1: Global Kick-Off Meeting
- Activity 3.4.2: Regional Workshops
- Activity 3.4.3 Provision of Tools and Materials

Activity 3.4.1: Global Kick-Off Meeting

Building off an already-funded IW:LEARN3 private sector engagement activity and leading into regional workshops, 3.4.1 will commence following a “global kick-off meeting” that is being organized by GWP for mid- 2015. This event will set the stage for IW:LEARN 4’s sub-component 3.4 by sharing lessons learned from previous IW:LEARN PSE work and introducing the new objectives and upcoming programming.

Activity 3.4.2 Regional Workshops

WWF will plan, design, and conduct four workshops on techniques and strategies of Private Sector Engagement using case studies and interactive exercises, and four webinars illustrating how to use our best PSE tools: the AWS Standard, the WWF Water Risk Filter and the WWF/ Coca-Cola Learning Platform. These workshops will include extensive learning materials for the participants.

WWF will provide strategic support and guidance to GEF IW: LEARN staff and selected Project Managers on private sector engagement.

Content will include such topics as:

- Identifying Regions for Collaboration
- Choosing Partners
- Initiating Partnerships
- Making the Business Case for Water Stewardship
- Navigating the Diverse Array of Tools and Platforms for Engaging in Water Stewardship
- Soliciting Upper-Level Management Support
- Picking the Right Strategy and Developing the Appropriate Means for Mitigating Water Risks

- Assisting Corporations with Meaningful and Transparent Stakeholder Engagement
- Building Trust
- Managing Relationships
- Growing the Work
- Evaluating Progress
- Corporate Water Stewardship
- The Overlap with Agriculture, Commodity Standards and Energy Issues
- Water Risk Assessment
- Valuing Freshwater Ecosystems
- Corporate Disclosure
- Collective Action/Basin Water Stewardship
- Integration of social and environmental investment (FW/WASH Integration)
- Leveraging Multiple Partnerships in Strategic Regions
- Understanding and Using the AWS Water Stewardship Standard
- Integrating the Private Sector into Trans-boundary Freshwater Campaigns

The workshops will also facilitate exercises to adapt the lessons to the specific region in which the workshop is held. Selected partners with their own travel budgets will participate in regional workshops.

Example content inputs include, but do not exclude:

- The April 2014 Jamaica GEF IW: LEARN workshop PowerPoint “What is Water Stewardship”
- The AWS Water Stewardship Standard PowerPoint “What does water stewardship look like at the site level”

Water risk to business sustainability

- Case studies and knowledge sharing from Partners’ experiences

Activity 3.4.3: Provision of Tools and Materials

This activity will see the provision of tools and materials to those who are unable to attend the workshops. Examples include: The WWF Risk Filter, the AWS Water Stewardship Standard, The Coca-Cola/WWF Learning Platform, WWF Supply Chain Risk Assessment, “Hydro-sheds” and the 2050 Criteria, etc. In addition, there will be video case studies, printed regional and sector specific case studies, regular knowledge-exchange communications (e.g. e-newsletters, webinars) and Private Sector/Water Stewardship Blogs. It is expected that this activity will further realize the expected outcome of building/strengthening partnerships.

Examples resources include:

- The WWF Risk Filter
- The AWS Water Stewardship Standard
- The Coca-Cola/WWF Learning Platform
- WWF Supply Chain Risk Assessment Tool
- Hydro SHEDS
- The 2050 Criteria
- GEF Handbook on PSE
- TNC and partner Risk Assessment reports
- TNC Lessons Learned Report: Corporate/NGO engagement and collective water action

- TNC (TBD) Water Funds publications
 - TNC Case Studies (e.g. Quito Water Fund and Urban Water Blueprint Report)
 - UNIDO Green Industry Principles
 - UNIDO Green Industry research and awareness-raising materials
 - GWP Model of multi-level activities leading towards exploration of new opportunities for cooperation and partnership
 - IPCDR Case Studies-private sector participation in workshops
-

2.4.4 Component 4: Launch Programmatic Tools to Improve Portfolio Performance and Sustain Project Interventions

GEF IW: LEARN has been a leader in designing and delivering new management tools, guidance and approaches for the IW portfolio. This component aims to further improve project performance, as well as the harmonization of GEF methodological approaches across the IW portfolio. The GEF increment will support the project to deliver new guidance to realize global environmental benefits from improved IW project performance.

Firstly, the project will work on integrating economic valuation of natural resources into the TDA/SAP process to influence decision-making and helping to bridge the science-policy gap; the work on valuation will also include investigation of inter-sectoral trade-offs and benefit-sharing (in the context of the water-food-energy-ecosystem nexus) that will be a basis for specific training (together with Component 2).

Secondly, approximately 30+ strategic action programs have been signed by countries since the start of GEF IW and, during the next GEF replenishment phase, at least a dozen SAP-implementation phase projects are planned to be executed. Yet there is little understanding of how well the governance measures in these SAPs have worked or the level of specification of the management actions that has led to a 'good SAP', for example. Good SAP practices need to be shared and use scaled-up for greater impact in the IW portfolio. This activity aims to improve the quality of SAPs by ensuring they are focused on actions that can be realistically implemented through new guidance. The activity will build upon the existing methodology and expand based on the analysis of experiences described above. Consideration will also be given to considering the outputs of the Transboundary Waters Assessment Program (TWAP) and other relevant GEF projects, in terms of providing specific guidance on water body-specific considerations in the process as well as improvements in the area of gender mainstreaming.

Finally, the project will create two interactive online training courses on broad-based topics for the large marine ecosystem and freshwater portfolios. Sub-topics of these courses might include, but not exclude issues like stakeholder engagement, lessons and best practices on institutional/legal frameworks, addressing the Water-Food-Energy-Ecosystems Nexus and bridging science to policy gap. A hub to link to existing courses hosted by partners will also be established.

This component is aimed more directly at programmatic support to the portfolio and is thus targeted at supporting the implementation of GEF IW projects active during the lifetime of the proposed project.

Three sub-components are foreseen under Component 4:

- **Sub-component 4.1: Systematic consideration of the economic valuation of natural resources into the TDA/SAP process and targeted learning**
- **Sub-component 4.2: TDA/SAP methodology updated and expanded with good practices from existing SAP implementation and waterbody-specific guidance**
- **Sub-component 4.3: Interactive online training courses based on priority thematic content to fill portfolio learning gaps**

Sub-component 4.1: Systematic consideration of the economic valuation of natural resources into the TDA/SAP process and targeted learning

Summary of outputs, outcomes and budget

The expected **output** from sub-component 4.1 is:

Systematic consideration of the economic valuation of natural resources into the TDA/SAP process and targeted learning

The expected **outcome** from sub-component 4.1 is:

Increased capacity of beneficiary governments, intergovernmental bodies and GEF projects to implement agreed actions identified in existing Strategic Action Programs, to aid long-term sustainability

The costs for sub-component 4.1: GEF Grant USD\$325,000;

This sub-component links to the following sub-components: 2.3 IWC, 2.4 Global/Regional Training, 4.2 SAP Implementation Good Practice

This sub-component links to the following sub-components in LME:LEARN: L2.1 Working Group Ecosystem Management

The concept of Ecosystem Services (ES), and the Economic Valuation (EV) of these ES, aims at shrinking the information and knowledge gap by trying to provide numbers – monetary numbers – that reflect the “true value” of ecosystems and natural resources which are usually regarded as free and taken for granted. EV assesses both the immediate economic gains (benefits) of ecosystems, such as raw materials, food, and clean water (provisioning services or direct and indirect use values), but also the benefits that are often difficult to evaluate in monetary terms, such as landscape beauty, optional use for future generations, and existence of biodiversity (optional values and non-use values).

Participants of the 2012 GEF IW Science Conference called for “increased role and application of economic valuation” approaches. The participants of the 7th Biennial GEF International Waters Conference (IWC7, Barbados, 26th – 31st October 2013) specified the possible role of EV in stating that “economic valuation is a useful tool that can support improved decision-making and guide institutional framework development, influence allocation of financial resources and investments, raise awareness of various impacts in shared water systems, and ultimately lead to better governance of transboundary waters”. The IWC7’s primary theme centred on this topic. Finally, the topic has found its way into the GEF 6th Replenishment International Waters Focal Area strategy, which mentions “GEF 6 will enhance foundational processes and TDA/SAP formulation through information on trade-offs in financial and economic terms, such as economic valuation of use and non-use values of ecosystems.” Over 20 emerging projects have economic valuation of their respective ecosystems in their project documentation.

The TDA/SAP process offers a proven, widely applied and effective tool in GEF supported international waters projects for countries to identify transboundary threats and agree on priority measures to address these on regional and national level. This process would greatly benefit from greater efforts to integrate Economic Valuation of Ecosystem Services into the SAP prioritization and decision-making process and aiding to bridge the science to policy gap (i.e. strengthening the process to translate technical TDA finding into a negotiated and agreed SAP of priority measures. In the development of a TDA/SAP, EV of ecosystem services will aid the development and relative prioritization of actions on a transboundary level by, for example, providing monetary value to identified water-related environmental issues and problems, priorities for action, and aiding in formulating a SAP actions undersigned on ministerial level by all countries at. An EV can assist, because it can reveal hidden trade-offs in a transparent way, engage stakeholder groups in a constructive dialogue, and communicate the “real” value of ecosystems, and their goods and services, to decision-makers. This will help to bridge the science-policy gap often existing in policy making. Importantly, a more local EV can serve as a base upon which to design equitable benefit sharing solutions.

In spite of the potential importance of EV in the TDA/SAP Process, the GEF IW portfolio, only a handful of projects that made use of Economic Valuation to-date. The tool has not been used in a systematic or widespread manner although some of the planned projects are planning to work on valuation issues.

The sub-component will work on integrating Economic Valuation of Ecosystem Services of ecosystems into the TDA/SAP process to advise decision-making bridging the science-policy gap. EV will also be the subject of training (linked with Component 2) enabling projects to conduct their own valuation of ecosystem service in transboundary surface/groundwaters and LMEs.

The sub-component has the following objectives:

- ◆ Achieve global environmental benefits by creating awareness and integrating economic valuation of ecosystem services and economic costs of ecosystem degradation in the GEF IW portfolio, as a tool to find approaches to possible benefit sharing solutions in the water-food-energy nexus and for upstream- downstream water use conflicts to better communicate with decision makers to bridge the science-policy gap.
- ◆ Strengthen institutional capacities for the integration of economic values of ecosystem services into TDA/SAPs and national planning processes for the management of transboundary water systems as the basis for the development of context/situation specific concepts for equitable benefit sharing.

By increasing the application of economic valuation approaches, especially in the TDA/SAP context, the sub-component is expected to directly contribute towards the component outcome of increasing capacity of beneficiary governments, intergovernmental bodies and GEF projects to implement agreed actions identified in existing SAPs, to aid long-term sustainability.

UNIDO will convene this activity and will facilitate the provision of complementary inputs from other GEF agencies utilising their comparative advantages and specific experience for the development an evaluation methodology for GEF IW projects and for the provision of trainings and capacity building exercises. This will enable GEF IW project managers to apply relevant and contextually appropriate aspects of the methodology and replicate appropriate experience of the work of existing projects and global work by partners. In addition to UNIDO, the project will work with UNEP, IUCN and UNECE to secure additional partner support to the proposed activities.

The GEF increment will catalyse additional support from partners.

- ◆ UNIDO will coordinate but will leverage staff experiences of economic valuation of a large marine ecosystem.
- ◆ UNEP will contribute studies on marine ecosystems (e.g. from the TEEB for Oceans and from UNEP’s work on the Green Economy).
- ◆ IUCN will contribute studies on freshwater (e.g. from WANI, the TEEB for Water and Wetlands and IUCN SUSTAIN).
- ◆ UNECE will carry out pilot projects on identifying, assessing and communicating the broad range of possible benefits from transboundary water cooperation – not only focusing on the benefits of ecosystems, but considering also social, economic and diplomatic benefits- , potentially in some IW projects.

Sub-component 4.1 is comprised of three activities:

- Activity 4.1.1: Repository of EV documents with a focus to establish as sound basis for Benefit Transfers
- Activity 4.1.2: Develop methodologies for EV in ecosystems and for including EV into TDA/SAP Processes
- Activity 4.1.3: Production of training materials and participation of trainers back-to-back with IW meetings

Activity 4.1.1: Repository of EV documents with a focus to establish as sound basis for Benefit Transfers

This activity will see the creation of a repository of EV documents with a focus to establish a sound basis for Benefit Transfers: A compendium of case studies and best practice examples in the field of EV in ecosystems will be developed. It will put a focus on the application of the Benefit Transfer methodology in the context of transboundary surface and ground waters basins and LMEs. This will reinforce the trainings with knowledge content and provide a permanent archive of information for projects to access.

Activity 4.1.2: Methodologies for EV in ecosystems and for including EV into TDA/SAP Processes

This activity will distil the various methodologies for EV in ecosystems and specifically for including EV into TDA/SAP Processes. Guidelines and a flexible toolbox for a standardized integration of economic values of ecosystem services into the TDA/SAP Process will be developed, building on existing work done within the GEF IW projects and beyond. The guidelines and toolbox will follow a “tiered approach”, as specific circumstances, resources and data available, and the level of ambition in the project area will vary from project to project. **This guidance will be incorporated into the TDA-SAP Methodology in the context of activity 4.2 (see next sub-component) on improving the TDA-SAP Methodology to address improved SAP implementation.** It will contribute to the sub-component output by providing the adapting EV approaches for projects to consider.

Activity 4.1.3: Production of training materials and participation of trainers back-to-back with IW meetings

This activity will see the production of training materials and participation of trainers to trainings back-to-back with IW meetings: Training materials will be developed on the methodologies for EV in ecosystems and for including EV into TDA/SAP Processes, to be used in trainings held, back-to-back with other GEF IW meetings (delivered mainly through Component 2).

Sub-component 4.2: TDA/SAP methodology updated and expanded with good practices from existing SAP implementation and waterbody-specific guidance

Summary of outputs, outcomes and budget

The expected **output** from sub-component 4.2 is:

TDA/SAP methodology updated and expanded with good practices from existing SAP implementation and waterbody-specific guidance

The expected **outcome** from sub-component 4.2 is:

Increased capacity of beneficiary governments, intergovernmental bodies and GEF projects to implement agreed actions identified in existing Strategic Action Programs, to aid long-term sustainability

The costs for sub-component 4.2: GEF Grant USD\$ 100,000; Co-financing:

This sub-component links to the following sub-components: 2.4 (regional training), Component 3, **4.1 Economic Valuation**

This sub-component links to the following sub-components in LME:LEARN:

More than 30 Strategic Action Programmes have been signed by countries since the start of the GEF International Waters Programme, and during the next GEF replenishment (GEF6) at least 12 SAP implementation Projects will be executed. There is still little understanding of how well the governance measures and other actions proposed in SAPs have actually worked. Good SAP practices need to be shared and scaled up for greater impact in the IW portfolio. Where appropriate links will be made to State of the Environment Reports to assist with SAP implementation monitoring of status indicators.

Sub-component 4.2 aims to improve the quality of IW SAPs by ensuring that they are focused on actions that can realistically be implemented through new guidance. This will focus initially with a review of the effectiveness of existing SAPs, assessing both their implementation readiness and their use of community level activities to achieve the management actions within the SAP. The guidance will consider good practices with regard to the SAPs that have been more clearly mainstreamed at the national and regional levels, from both GEF (IW and other Focal Areas) and partners' activities involving community actions. The activity will also take note of the role of NAPs in SAP implementation with a survey of NAP implementation and effectiveness. Working together with LME:LEARN the project will capture good practices in SAP implementation based on a review of follow-up of provisions in existing SAPs and NAPs (what elements have been implemented effectively, and what has not).

This activity will improve and strengthen the TDA/SAP methodology and provide recommendations for improvement in ecosystem-wide considerations. The activity will also improve the existing methodology in a number of ways. Results will be used from the Transboundary Waters Assessment Program (TWAP) recommendations, including specific guidance on ecosystem-specific considerations in the process.

Moreover the work of TWAP, as well as related processes and meetings with regard to the development of enhanced indicators sets for measuring progress in SAP implementation (particularly for decision-makers and communities) will be incorporated.

Gender mainstreaming will also be addressed in the context of the TDA-SAP methodology. Projects such as Partnership Interventions for the Implementation of the Strategic Action Programme for Lake Tanganyika, for example, have explicitly addressed the need for implementing principles of Gender Equity, recognizing the roles of both women and men in environmental management. Implementation of the Principle of Gender Equity in activities of this project was particularly strong in Zambia and Tanzania. Also critically, the sub-component will link also closely to the works undertaken in Sub-Component 4.1 on economic valuation, and specifically incorporate specific guidance and toolboxes arising from Activity 4.1.2 on how to incorporate economic valuation into the TDA-SAP methodology.

The sub-component has the following objectives:

- ◆ Improve SAP formulation and implementation (and thus portfolio performance) by supporting the mainstreaming of improved guidance and analysis of good practices in SAPs
- ◆ Address a gap in understanding of how well governance measures have been changed in the context priority actions endorsed in the existing thirty-odd Strategic Action Programmes

It is expected that activities in this sub-component will support the component outcome by increasing capacity of beneficiary governments, intergovernmental bodies and GEF projects to implement agreed actions identified in existing Strategic Action Programs, through disseminating the proposed guidance and knowledge on how they are best implemented. The PCU will work with partners, on the activity and supervise consultant(s) to produce the guidance

Sub-component 4.2 is comprised of three activities:

- Activity 4.2.1: Produce a review of existing SAPs
- Activity 4.2.2: Produce a guidance on Good Practices with SAP implementation

The review of existing SAPs, taking account of community actions, SAP readiness for implementation, etc. and the draft guidance on SAP implementation will be presented at IWCs and regional workshops as appropriate. This will engage the wider IW portfolio in both the identification of appropriate actions and as a means of disseminating the good practices adopted outside IW (especially with regards to more local and community involvement).

Activity 4.2.1: Produce a review of existing SAPs

The activity will start with a comprehensive retrospective analysis of SAPs, including TDA/SAP methodology updates and expanded activity (SAP implementation). The output will be a publication of lessons learned (in conjunction with sub-component 1.4). The retrospective will also consider a

comprehensive analysis of National Action Programmes, covering countries in which they have been implemented, links to SAPs and effectiveness of NAP implementation. The activity will also consider existing SAPs and SAP implementation projects that contain community-level actions. This review will also access good experiences from other Focal Areas within the GEF (for example, Land Degradation) to capture the lessons from community level actions and assisting to transfer the good practices to the IW portfolio for inclusion in both SAP development and implementation actions. Next, the activity will focus on an analysis of SAP implementation projects that are underway or completed. It will identify examples of successfully implemented interventions, and those that have not been successful. Finally, the activity will see engagement with partners and GEF agencies to identify obstacles to implementation and recommendations for best-practice based in IW experience and the experience of partner projects. This will contribute to the sub-component objective by laying the groundwork for the good practices guide.

Activity 4.2.2: Produce a guidance on Good Practices with SAP implementation

This activity will see the development of guidelines for new SAP implementation projects, including the dissemination of recommendations. The guidance will follow directly from the good practice study in Activity 4.2.1. The guidance will consider steps projects might take to support countries in implementing SAP agreed actions, especially as part of National Action Plans. Considerations for Gender Mainstreaming, community level actions, etc. will be addressed as well as guidance stemming from, for example, the GEF-UNEP TWAP project. It is expected that this activity will further strengthen both SAP formulation and subsequent implementation. This activity will be undertaken in consultation with GEF Agencies and Secretariat via the International Waters Task Force.

Sub-component 4.3: Interactive online training courses based on priority thematic content to fill portfolio learning gaps

Summary of outputs, outcomes and budget

The expected **output** from sub-component 4.3 is:

Interactive online training courses based on priority thematic content to fill portfolio learning gaps (inter alia on legal frameworks, water-energy-food ecosystems nexus)

The expected **outcome** from sub-component 4.3 is:

Increased capacity of beneficiary governments, intergovernmental bodies and GEF projects to implement agreed actions identified in existing Strategic Action Programs, to aid long-term sustainability

The costs for sub-component 4.3: GEF Grant USD\$75,000;

This sub-component links to the following sub-components:

This sub-component links to the following sub-components in LME:LEARN: L3.5 Develop training modules

The activity aims to plug a gap in previous phases of GEF IW:LEARN's adult learning strategy, namely a means to ensure that the content developed from training materials can still be utilized by project beneficiaries in the space between training events. The activity seeks to ensure that learning can continue in the space between face-to-face events, but also on a more cost effective basis and on a larger scale.

The activity will catalyse interactive online training courses. One approach lies with Massive Online Open Courses (MOOC). A MOOC is an online course aimed at unlimited participation and open access via the web. In addition to traditional course materials such as videos, readings, and problem sets, MOOCs provide interactive user forums that help build a community for students, professors, and teaching assistants. Other approaches include short courses and webinars, as well as linking to partners existing resources.

The project will work with partners to either compile content (sessions, lectures, videos, resources) or customize existing material to make it applicable in a GEF IW context. The scope for full-length courses will be dependent on leveraged co-finance and collaboration with other portfolio learning projects. There will be scope however, for the shorter courses (workshop-length) for time-limited IW practitioners. In-line with good practice, the courses would offer some kind of recognition (particularly the full-length courses) in the form of a certificate of completion. The project will initially focus on two broadly-applicable topics that benefit the two largest blocks of the portfolio, namely with a course on large marine ecosystem management and a second course on freshwater legal frameworks and agreements.

The activity objectives include:

- ◆ Make learning on key thematic priorities for the GEF (whether portfolio need-based and/or strategic priority-based) more widely available and at lower cost
- ◆ Provide a means for the wider partners of GEF IW projects (partner scientific institutes, national bodies, basin organizations, non-governmental organizations, universities, students) to have access to GEF IW relevant training materials

The sub-component will reinforce the component outcome by increasing capacity of beneficiary governments, intergovernmental bodies and GEF projects.

The PCU will be responsible for scoping and preparing courses with partners, procuring the means for delivering the courses and liaising with providers. The PCU will be responsible for a coherence of approaches and leveraging synergies with partners. The project will work with UNDP, UNEP, GWP, IRF, NOAA, TNC, UNESCO, UNU and WWF on short and longer course development and adaptation.

Sub-component 4.3 is comprised of three activities:

- Activity 4.3.1: Large Marine Ecosystem Management Course
- Activity 4.3.2: Freshwater Legal Frameworks and Agreements Course

- Activity 4.3.3: Link to Existing Partner Course Offerings and Help Develop Them

Activity 4.3.1: Large Marine Ecosystem Management Course

The activity will see collaboration and support from the U.S. NOAA, University of Cape Town, University of Rhode Island, the International Council on the Exploration of the Seas and other partners on the creation of a large marine ecosystem massive online course. Broad partner support will be sought in the extended networks of both IW:LEARN and LME:LEARN for the contribution of content to this course. The work, outputs and partners of LME:LEARN will also be leveraged to support this course. The ambition of this course is that it will lead to mid-level professionals in respective line ministries (as well as other audiences engaged in the management of transboundary LME's) being qualified as LME practitioners. The syllabus is already under development and will be built in part on the five-module approach pioneered by NOAA and applied in GEF-support large marine ecosystem projects all over the globe. The activity will realize significant impact by building capacity to manage large marine ecosystems at a broad level. It will support the establishment of an entire cadre to address the issues in LME's around the world, both in current and future GEF-supported LME projects.

Activity 4.3.2: Freshwater Legal Frameworks and Agreements Course

The activity will see incremental IW:LEARN resources playing a catalytic role in supporting a new IWRM course. The course will focus on freshwater legal frameworks and agreements, as well as their implementation and practical aspects and will thus apply broadly to the GEF IW freshwater community, but in particular to mid-level professionals in the respective line ministries in GEF IW transboundary basin countries (as well as other stakeholders engaged in these projects). The activity will see collaboration and support from the Global Water Partnership, UNECE, WWF and University of Dundee. The project will also engage UNEP's GRID-Geneva centre, partnered with the University of Geneva, also operating an extensive water law program. WWF and the University of Dundee (together with additional partner Green Cross International (GCI) are already taking steps towards a comprehensive program on capacity building for the enhancement of international water law (IWL) and transboundary cooperation to take place 2015-2019. The program will be delivered via an a la carte set of tools and activities that can be implemented and utilized based on the demand of the countries, organizations, and individuals involved. The course would constitute a sub-component of this overall capacity development programme, which would consist of both face-to-face and online approaches targeting both organizations (especially governments) and individuals.

Other partners from the global MoU partnership and GEF projects will also be invited to provide content (case studies, related inputs), in particular UNECE and WWF but also TNC and UNESCO. The activity will realize significant impact by building capacity on developing and negotiating legal agreements at varying scales, on their interplay and practicalities. It will build cadres of practitioners working on GEF IW-supported freshwater projects around the world. The final syllabus and specific partner roles will be determined during the inception phase.

During the inception phase, the outline of the course and agreed implementation modality will be developed by the partners and verified with selected GEF IW-projects to be adjusted to their needs. The IWL MOOC would be run first in a pilot mode to test proposed content and organizational modalities,

and will be modified based on the feedback and advice collected. Other implementation details (as well as frequency) are to be decided upon the test run.

- GWP's first MOOC on 1st IWRM course has been released and successfully completed. GWP will work with the University of Dundee on a second GEF IW:LEARN course with the focus to be defined in cooperation with IW:LEARN <http://www.gwp.org/gwp-dundee-2014>
- As part of the UNWC Global Initiative, WWF has coordinated the development of many online trainings, booklets, policy briefs, and series of regional, basin and national studies on UN Watercourses Convention to advance country's understanding of global legal frameworks.
- UNECE has developed numerous guidance documents and other publications, brochures, workshop materials, projects on the ground and the Convention itself as major legal framework which has been used as a model for many river basin agreements, to contribute

Activity 4.3.3: Link to Existing Partner Course Offerings and Help Develop Them

This activity will see the project create links to existing partner course offerings. The project will create a hub at IW:LEARN.net to focus GEF IW projects to these existing and future resources. The activity will also see the project facilitating the inclusion of GEF IW experience into future planned courses by partners. The activity will link to various partners and also help to build capacity throughout the IW portfolio.

- TNC – self-paced e-learning short course on: a water future for people and nature – introducing environmental flows, in partnership with UNESCO-IHE and others; and various short online courses on conservation topics (e.g. via ConservationTraining.org).
- UN CC:LEARN operates an introductory course which provides “everything you need to know” about the basics of climate change. IW:LEARN will connect projects to this course.
- UNDP Cap-Net has a wide range of face-to-face and virtual training materials and activities through its “Virtual Campus” (with the first published course focused on IWRM as a climate change adaptation tool).
- UNEP will contribute from its array of training materials such as on Integrated Sustainable Coastal Development (ISCD); integrated environmental assessment (IEA); GRID-Geneva MOOC on Pathways to Climate Change Adaptation: the case of Small Island Developing States; International Training Programme: Mainstreaming Sustainable Urban Water Management; UNEP-DHI: IWRM game learning platform; capacity building for the National Reporting Systems (NRS); training on Waste Water Management, Water governance, and the Global Programme of Action (GPA) training modules; GEMS/Water: Water Quality Training modules.
- UNU-INWEH will be developing courses and programmes on various topics in 2014-2018. This will be driven by demand from the Regional Centres for additional materials and new topics. Current programmes include a UNU Diploma in IWRM and a certificate course in Water and Health. This is a targeted education system for distance learning in Regional Centres around the world
- WWF will continue to develop training courses as part of its work programs on corporate water stewardship, water and security, water and habitats, good governance, climate adaptation, and mainstreaming ecosystem services, for example on:
 - Water Risk/Water in the Economy
 - Working with the financial sector on addressing shared water risks
 - Implementation of the Sustainability Protocol

- Implementation of the Alliance for Water Stewardship Standard
- Flowing Forward, climate smart water infrastructure and building adaptive institutions

2.5 Key indicators, risks and assumptions

2.5.1 Key Indicators

The following key indicators, based on the *outputs* from this project, will be used as part of the overall M&E system (see section 6) and complement the Project Results Framework to enable efficient and effective management of the overall project. These key indicators will also enable all stakeholders to assess progress of the expected outputs, as identified in table B of the CEO Endorsement document and presented in the Component/sub-component descriptions above.

These targets are linked to the performance and participation of the whole IW portfolio with the GEF IW:LEARN acting as the catalyst for their achievement. Consequently the proactive involvement and responsiveness of IW projects to evaluation reporting is essential, and IW:LEARN will be strongly dependent on the GEF Agencies and IWL partners to ‘encourage’ IW projects to comply with guidelines, provide requested data and materials and to participate actively in events organised by IW:LEARN.

The following table identifies the indicators and targets (mid-term and end-of-project) that are anticipated from expected outputs of the project. The indicators/targets will be confirmed in the inception phase of the project, together with further validation of the contribution of these outputs to achieving the project objective and the outcome indicators described in the Project Results Framework (see Section 3).

Output Number	Expected Output	Key Indicator	Targets: Mid-Point	Targets: End of Project
Component 1 (UNEP Implemented)				
1.1	Upgraded IW portfolio visualization tool, including a spatial data-based results reporting interface and standardized indicator-based monitoring of project interventions	Number of projects visualizing spatial data at IW:LEARN.net	10	20
		Number of portfolio visualization maps/graphs produced	20	40
		Number of layers uploaded in the visualization tool	25	50
1.2	IW:LEARN website incorporating partners’ online knowledge platforms, serving global network learning partnership and	% of portfolio with active RSS-feed links to IW:LEARN.net sharing news, events and results	40% of on-going project websites	80% of on-going project websites
		Web metric indicating goal vs. conversion rate for	30%	50%

Output Number	Expected Output	Key Indicator	Targets: Mid-Point	Targets: End of Project
	supporting GEF IW results-based management and GEF-wide knowledge management activities	targeted campaigns and key webpages in IW:LEARN.NET (using GoogleAnalytics) ²⁷		
		Increase in unique page views	15%	25%
1.3	Published IW e-newsletter, blogs, webinars, videos and mailings on current transboundary IW issues	Number of monthly electronic bulletins highlighting project, partner and portfolio news, events, results	24 issues of monthly eBulletin distributed	48 issues of monthly eBulletins distributed
		Number of subscribers to social media, blogs and mailing lists	30% increase	50% increase
		Web metric indicating goal vs. conversion rate for targeted promotion of key events and outputs (using GoogleAnalytics)	30%	50%
1.4	Synthesis reports on portfolio and non-GEF approaches to with on priority topics addressing the management of transboundary water systems	Number of synthesis reports & guidance produced	2 synthesis report/ guidance published	4 synthesis report/ guidance published
		IW Experience Notes and IW Achievement Notes received from the portfolio	12	24
1.5	Training on information and communication technology for improved management of information by GEF projects	Number of ICT trainings conducted	4 face-to-face regional ICT workshop and 2 webinars organized	8 face-to-face regional ICT workshops and 4 webinars organized
		Project websites are accessible and <u>comply</u> (all mandatory and 50% of recommended IWL requirements) with the IW:LEARN Website	>50%	>75% (of GEF 4/5 projects) >99% (of GEF 6 IW projects)

²⁷ Tracking 'Hits' has been the most accessible means to measure a website's success when other metrics were not readily available but it provides a only vague idea on what has been attained on a specific campaign. More realistic and practical metrics have been introduced by Google and the goal conversion rate is one of the major improvements. It provides a way to measure output vs. target, wherein we can tell GoogleAnalytics. For example, we are targeting 350 participants to register to the IWC8 within a specific time frame and it will track how many actually registered signified by visits to the "Thank you for registering" page.

Output Number	Expected Output	Key Indicator	Targets: Mid-Point	Targets: End of Project
		Guidelines		
		Percentage of requests for technical assistance responded to	>99%	>99%
Component 2 (UNDP Implemented)				
2.1	Structured project-project twinning exchange program	Number of planned twinning partnerships established	2	5
		Number of <i>ad hoc</i> exchanges	3	6
2.2	GEF Biennial International Waters Conference 8 and 9	Number of IW participants at IWC 8 & 9	300	600
		% of IW projects exhibit an innovative or replicable experience at IWC	50% of IW projects attending IWC exhibit/present at least one innovation and/or replicable experience	50% of IW projects attending IWC exhibit/present at least one innovation and/or replicable experience
2.3	Regional dialogue approach for enhanced transboundary cooperation sustained and conducted in regions with limited GEF IW investment	Number of roundtables/workshops in SEE/MENA	1	3
		MAGD available for regional dialogue	Completed	completed
		Number of roundtable/workshops in new regions	1	2
2.4	Structured regional training workshops for GEF projects & partners, delivered by the global partner learning network and together with global LME governance project	Number of global and regional workshops addressing identified knowledge gaps	3	6
2.5	Distilled summary material on gender	Number of gender mainstreaming activities at	3	8

Output Number	Expected Output	Key Indicator	Targets: Mid-Point	Targets: End of Project
	strategies from all GEF Agencies disseminated through IW portfolio and available at IW:LEARN website and GEF IW Community of Practices on freshwater resources.	IWC and other IW workshops		
		Number of IW personnel participating in gender webinars	50	100
2.6	Participation in key global dialogue processes to promote GEF IW results and exchange tools to enhance knowledge management activities	Involvement of IW:LEARN in global water dialogue process (e.g. World Water Forum, Stockholm Water Week, etc.)	4	8
Component 3 (UNDP Implemented)				
3.1	Expanded global surface freshwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing	Establishment of freshwater learning service centre	Established	Established
		Number of training events supported on Nexus	1	2
		Number of training events supported on sustainable hydropower	1	2
		Number of training events supported on benefit sharing / stakeholder analysis	1	2
		Number of training events supported on climate resilience	1	2
3.2	Expanded global groundwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing	Number of IW projects with personnel attended in conjunctive water management	4	8
		Number of IW projects active in GW CoP	8	15

Output Number	Expected Output	Key Indicator	Targets: Mid-Point	Targets: End of Project
3.3	Partner exchanges to promote conjunctive management of freshwater GEF projects, both surface and groundwater (together with global partner learning network), as well promotion of Source-to-Sea with coastal and ocean projects (together with global LME governance project)	Number of IW projects participating at workshops between LMEs and linked basins	1	2
3.4	Structured engagement with the private sector through dialogue and joint activities	Number of regional workshops completed	2	3
Component 4 (UNDP Implemented)				
4.1	Systematic consideration of the economic valuation of natural resources into the TDA/SAP process and targeted learning	EV methodology and supporting documents available on IW:LEARN's website	Draft available	Final available
		EV methodology embedded in the guidance on TDA/SAPs	Draft available	Final available
4.2	TDA/SAP methodology updated and expanded with good practices from existing SAP implementation and waterbody-specific guidance	Review of SAPs completed for good practices for SAP implementation	Completed	
		Guidance on Good Practices on SAP implementation available	Draft available	Final available
4.3	Interactive online training courses based on priority thematic content to fill portfolio learning gaps (inter alia on legal frameworks, water-energy-food ecosystems nexus)	MOOCs prepared and available online	1	2
		Number of registered participants in MOOC	1000	2000

2.5.2 Risks and mitigation measures

Risk description	Rating	Mitigation measures
A key risk to this project is an operational one as it brings together several agencies and partners. This may increase the complexity of project implementation and hinder positive impacts	M	During the project preparation phase particular emphasis will be given to the definition of roles and responsibilities, as well as accountability for results and joint management
Not all GEF IW projects are willing to engage in various types of portfolio learning activities or expose weaknesses in project implementation to external scrutiny.	L	Project stakeholders are expressly encouraged to utilize GEF IW:LEARN services at all levels of implementation and execution. The PPG phase was utilized to identify a critical mass of committed projects that are systematically linked and would be accessing capacity-building services during implementation.
IW projects fail to respond in a timely manner to IWL requests or to develop websites compliant with IWL guidelines	L	IWL partners and GEF Agencies to actively encourage: IW project participation; provide data; develop websites; utilise visualisation tool; deliver experience notes, etc.
New projects are not aware of IW:LEARN, have sufficient time to participate or know how to sufficiently engage its services and provide experiences to peers (via CoP participation, IWC engagement and information syndication)	M	The project will effectively market its basic service line to the portfolio throughout implementation but especially during the PPG phase.
With a global spread of constituents, the IW:LEARN website and portfolio services (face-to-face capacity-building as well as programmatic tools) cannot be relied upon to automatically “pull” beneficiaries. There may be a need to “push” (as the previous IW:LEARN team did with direct project interaction).	L	The project will make an investment in direct interaction with beneficiaries. Constituents need to be engaged to the extent possible to create a sense of ownership.
Insufficient country involvement in GEF IW:LEARN activities	L	GEF IW:LEARN and all GEF IW projects will actively engage country representatives and ensure awareness of events etc. in support of national process.

2.6 Financial modality

GEF IW:LEARN has successfully been responding to stakeholder demands for services and tools over the last three phases of this project. The sustainability plan includes pledges by both GEF Agencies (UNDP, UNEP) and other partners to mainstream GEF IW:LEARN's knowledge management services, the need for the GEF increment persists. This was emphasised in the Terminal Evaluation of the last phase of GEF IW:LEARN: *'There are currently few mechanisms in place. IW:LEARN will (and should) continue to rely on GEF support as a significant source of support in the short term, especially given the significant role that it plays in supporting the GEF IW:LEARN portfolio. The project continues to be significantly resource constrained, yet there remain high expectations for GEF IW:LEARN delivery to the community.'*

In the absence of the GEF increment, and a fully executed IW:LEARN Sustainability Plan to facilitate knowledge management across the GEF agencies and IW portfolio, learning and information transfer would revert to *ad hoc* arrangements. Project personnel, agencies and government partners would operate in an 'experience vacuum', creating project isolation, and sacrificing momentum, institutional memory and continuity. This would ultimately constrain the pace and quality of project implementation and delivery and limit the overall performance and impact of the GEF IW portfolio. Furthermore, without the GEF increment:

- These new portfolio-wide tools will not be produced and existing services will be only partially continued with part of the GEF IW portfolio.
- The global awareness, impact and legacy of the IW:LEARN project would remain at current or depleted levels;
- The pace and quality of project implementation would be limited in depth and scope without a demand-driven mechanism to share knowledge and transfer replicable experiences among cognate projects;
- Support for learning exchange within each GEF agency would not be responsive to stakeholder-identified needs across the GEF IW portfolio;
- Numerous opportunities would be missed for projects to leverage experience sharing and targeted training to improve their stakeholders' engagement, transparency and management capacity;
- Project personnel would operate in a vacuum, with limited opportunities for networking and peer-to-peer learning to improve the overall performance and impact of the GEF IW portfolio;
- GEF investment in pilot and demonstration activities, intended to be scaled up and replicated, would have no effective means of transfer;
- Scientific and technical innovations, which have been implemented successfully with GEF support, would not be widely reported or disseminated to receptive projects in other regions;
- Peer networks and communities would not have facilitation or support to enable active learning exchanges;
- There would be no mechanism to match up projects with similar capacity needs or technical concerns to exchange experiences and share costs of targeted training;
- Means of increasing involvement of community level and marginalized IW stakeholder groups such as women and indigenous people would not be shared within and among regions; and
- There would be no mechanism to help identify and share GEF IW project alignment with, and contributions to, wider global initiatives including the JPOI of the WSSD and the SDGs.

In summary, without the GEF increment (and hence the need for continuing support), there would be no dedicated knowledge management agenda to exert positive pressure on IW projects to interact and share experiences and results, reducing the potential for scaling up successful approaches to management and governance of IW.

2.7 Cost-effectiveness

GEF IW:LEARN is the flagship of the IW Focal Area and setting the cross-project and cross-agency experience sharing and learning agenda. With the Focal Area lacking an overarching governing convention, IW:LEARN can be seen as filling the gap of the function of experience sharing and learning under conventions and their subsidiary bodies. This project will leverage funds from partners as it mainstreams agency learning and capacity into the GEF IW portfolio, and brings new partners for capacity building in the portfolio. The GEF grant will resource a planned series of activities that leverage cost-savings and improves project performance for the projects in the IW Focal Area.

The cost-effectiveness of this project draws upon the many partners to effect efficiencies in implementation and avoid duplication of effort, whether in conducting training activities, production of specific knowledge materials, sharing of online platforms and other resources (joint newsletters etc.). It may also cover the representation of collective viewpoints by subset of partners in global dialogues and processes such as the SDGs, and likewise in conferences and other fora.

2.8 Sustainability

IW:LEARN helps to consolidate lessons and provides institutional memory based on over 20 years of GEF IW investment, to enable countries to learn from, adapt and replicate lessons learned beyond the period of the GEF intervention.

Extract from Terminal Evaluation of the previous GEF IW:LEARN:

Each of the GEF IW:LEARN project partners has provided sustainability plans to the PCU as part of their responsibility to the project. These plans have varied by partner and are dependent on their own institutional resources and the roles and commitments that they have made to GEF IW:LEARN as a partner. The fact remains that given the degree to which IW:LEARN serves the GEF and its Secretariat, by providing the IW portfolios knowledgebase and serving to help coordinate the biennial International Waters Conference, a significant amount of time and energy from GEF IW:LEARN obviously goes to serve such commitments. Therefore, current sustainability for GEF IW:LEARN remains highly dependent upon the GEF and this will remain true for any subsequent project in the near term. Certainly GEF IW:LEARN has demonstrated an ability to partner with institutions that also value the role of lesson and experience sharing related to International Waters.

An expectation of this phase of the project is that the sustainability plan concepts developed by the previous phases' partners will be both replicated with the partners (both new and previous) in this project and the progress of the previous sustainability plans will be assessed. This will form the basis of a project Exit Strategy and will indicate how the actions of the project (including the website) can be

sustained post-project. This will assist the current partners, the project and GEF IW to learn from the positive experiences of early attempts at sustainability and to refine the current approach. In addition to this, as usual, partners (both new and old) will be expected to design activities in this project with sustainability as a first consideration in contractual agreements. The sustainability of all Components will be reviewed accordingly as implementation progresses.

2.9 Replicability

GEF IW:LEARN is designed to assist with the dissemination and replication activities from the IW portfolio of projects. As such the project will catalyse the replication of lessons learned in the GEF IW portfolio and building on past experiences will enhance the cost effectiveness of future GEF IW interventions. This phase of IW:LEARN will bring together partners, to strengthen knowledge information flow among the stakeholders and to ensure that the web-based products and services developed are widely adapted and replicated by GEF IW portfolio and with possible extensions to the other focal areas.

IW:LEARN's core service such as project exchanges, portfolio learning, the IWC, information dissemination, IW experience notes, community of practice facilitation, targeted training, website and website toolkits, dialogue processes and more constitute a knowledge management approach. These are the basic elements of knowledge management that other institutions might seek to replicate.

3 PROJECT RESULTS FRAMEWORK:

<p>Primary applicable Key Environment and Sustainable Development Key Result Area: UNDP Strategic Plan 2014-17: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.</p> <p>Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles Output 7.7 Mechanisms in place to generate and share knowledge about development solutions</p>
<p>Applicable GEF Strategic Objective and Program: IW3</p>
<p>Applicable GEF Expected Outcomes: Outcome 3.3: IW portfolio capacity and performance enhanced from active learning/KM/experience sharing</p>
<p>Applicable GEF Outcome Indicators:</p>

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
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	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<p>Project Objective To strengthen knowledge management capacity and promote scaled-up learning of disseminated experiences, tools and methodologies for transboundary waters management—across and beyond the GEF IW portfolio, together with a global network of partners—in order to improve the effectiveness of GEF IW and partner projects to deliver tangible results and scaled-up investments.</p>	<p>1) Strengthened KM capacity across IW portfolio and beyond 2) Scaled-up learning /dissemination of experiences, tools and methodologies 3) Improved effectiveness of IW projects to deliver results</p>	<p>Previous phases of IW:LEARN have built on the growing experience base to populate the interactive baseline. The needs of the projects and other stakeholders is growing and without continuing development the information sharing and other learning experiences will stagnate and become dated.</p>	<p>Through the partnership, KM approaches and capacity within the IW portfolio are strengthened through new methods/lessons of managing/using information and knowledge</p> <p>Partners activities utilise results and experiences from IW projects to enhance non-GEF projects as indicated by partner responses to surveys</p> <p>Increasing number of IW projects delivering improved P, SR or ES/SE performance and attributing (through surveys) achievement to IW:LEARN supported activities/information.</p> <p>Increasing number of projects deliver an exit strategy with sustainable financing indicating lessons/experiences facilitated by IW:LEARN</p>	<p>The main source of verification for IW:LEARN objective and outcomes will be <u>surveys</u> conducted routinely by the PCU as part of an on-going M&E programmes</p> <p>IW projects' PIRs</p> <p>PSC minutes</p> <p>IWL website 'hits'</p> <p>MTE and TE reports</p> <p>In addition the sources of verification (below) will also apply to outcomes as shown</p>	<p>Full details to be elaborated in the inception phase The risks and assumptions apply to all project activities</p> <p>Project outputs (e.g. visualisation tool, web, EV, gender approaches, etc.) are actively supported, and their use by projects encouraged, by Agencies.</p> <p>All IW projects provide timely data, on-request, to IWL and these requests are supported by IWL Partners and GEF Agencies.</p> <p>IW Projects participate at expected meetings together with their key beneficiaries/partners</p> <p>IWL GEF Agencies insist that all IW projects participate at IWCs and relevant regional meetings.</p>
<p>Outcome 1 (UNEP Implemented) Increased experience sharing and replication of successes throughout and beyond the IW portfolio, as well as enhanced stakeholder</p>	<p>Percent of projects utilising IWL recommended approaches to visualisation</p> <p>Number of new stakeholders partnering IW projects</p>	<p>10% of existing IW projects utilise IWL recommend approaches</p> <p>TBD</p>	<p>50% of existing IW and 70% of new²⁸ projects utilise IWL recommended approaches to visualisation</p>	<p>Analysis of project visualization tool usage</p> <p>Workshop participant evaluations</p> <p>IW Experience Notes</p>	

²⁸ 'New' GEF IW projects will be those where the CEO endorsements follow the launch of this phase of IW:LEARN

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
buy-in to GEF IW project interventions	<p>as a result of improved awareness (web, newsletters, synthesis reports, etc.) of activities and achievements</p> <p>Percentage of IW projects and partners cite improved web presence in gaining new partners for execution or sustainability</p> <p>% of projects utilising the IW:LEARN Website toolkit or offering a website consistent with IW:LEARN Website Guidelines</p>	<p>TBD</p> <p>To-date 54% of the IW Projects operate websites consistent with the IW:LEARN Website Guidelines</p>	<p>10 new stakeholder groups supporting IW projects with their sustainability plans (as reported by surveys from projects)</p> <p>75% of GEF 5 (and previous) IW projects and >80% of GEF 6 IW projects cite improved web presence</p> <p>75% of projects utilising the IW:LEARN Website toolkit or offering a website consistent with IW:LEARN Website Guidelines</p>	<p>IW Achievement Notes</p> <p>Online subscriptions</p> <p>IWL website hits</p> <p>Provision of information to IW:LEARN</p> <p>Visualisation tools by IW projects</p> <p>Analysis of project websites and visualization tool use</p>	
<p>Outcome 2 (UNDP Implemented) Enhanced portfolio & partner capacity at the regional & global levels, and portfolio-wide dialogue opportunities for increased transboundary cooperation</p>	<p>Number of IW projects adopting new management approaches/replication of practices and experience from twinings</p> <p>Number of IW projects adopting new management approaches/replication of concepts from</p>	<p>Projects have only partially been tracked to assess progress of up-take of training, twinning, etc. over time (following event, in 6 and 13 months)</p>	<p>10 IW projects demonstrate new approaches following twinings</p> <p>50 IW projects indicate at least 1 new approach following workshops/IWC</p>	<p>Reports from IW twinning activities</p> <p>IWC reports</p> <p>IW Projects' PSC meeting reports</p>	

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	workshops/IWC % of IWC project participants indicate increased capacity to execute IW projects %age of IW projects have PSC agreed sustainability plans as a result of experiences facilitated by IWL Number of basins/LMEs where Transboundary co-operation strengthened as a result of IWL %age of IW projects with a clear gender mainstreaming plan/policy		90% of project participants provide positive responses to capacity increase following IWC 75% of projects have plans in-place at closure 2 basins have enhance co-operation as a result of IWL activities 70% of existing IW projects and 100% of projects starting after 2016 have gender mainstreaming policy		
Outcome 2B (UNDP Implemented) Increased global awareness of GEF results and additional partner collaboration with GEF projects	GEF IW has increased activities on programmes at SWW and WWForum	On average, no sessions solely on GEF IW interests	25% Increase on global dialogues sessions on GEF IW	Reports from global events (e.g. WWForum/SWW)	
Outcome 3 (UNDP Implemented) External partnerships mobilized and working together for improved learning and knowledge management, through an enhanced global	Number of partnerships encouraged through IW:LEARN activities promoting improved conjunctive management of surface and groundwater	Current partnerships in IW projects are developed on an <i>ad hoc</i> basis and there has been little attempt to actively engage partners outside the GEF IW community at a	5 new partnerships between projects on conjunctive management 5 projects have adopted improved conjunctive management approaches to ground/surface waters	IW Projects' PSC meeting reports Reports from twinnings and other inter project co-operation processes CoP reports	

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
freshwater Community of Practice—to impact results and advance conjunctive management of water resources	<p>The number of cases of linked management of ecosystems is strengthened</p> <p>Number of IW projects with PSC approved sustainability/exit plans involving the private sector</p>	global level	<p>1 freshwater basin and 1 LME have enhanced co-ordination as a result of IWL activities</p> <p>5 projects identify IWL support as assisting private sector engagement in exit/sustainability projects</p>		
Outcome 4 (UNDP Implemented) Increased capacity of beneficiary governments, intergovernmental bodies and GEF projects to implement agreed actions identified in existing Strategic Action Programs, with an eye to long-term sustainability	<p>Number of EV studies completed by GEF IW projects</p> <p>Number of TDA/SAPs with EV studies</p> <p>SAPs and SAP implementation enhanced and attracting additional co-finance and enhanced community engagement</p> <p>MOOCs result in increase in skilled professionals in IW project related activities</p>	<p>Baseline will need to be established on the number of IW projects using EV</p> <p>Projects' have not been assessed in developing 'implementable' SAPs to-date</p> <p>IWL does not offer any MOOCs</p>	<p>10 IW projects complete EV assessments based on IWL guidance and other information</p> <p>100% of new TDA/SAPs have used EV approaches</p> <p>100% new SAP projects follow the guidance prepared by IWL on enhancing implementation of SAPs</p> <p>2000 people register for MOOC including 50 from GEF IW projects and partner organizations</p> <p>100 complete the courses including 30 from GEF IW projects showing a higher engagement level from within the IW portfolio</p>	<p>IW Projects' PSC meeting reports</p> <p>Publication of SAPs</p> <p>Registration details</p> <p>Certificates issued on completion</p>	

4 TOTAL BUDGET AND WORKPLAN

Award ID:	00088892	Project ID(s):	00095356
Award Title:	PIMS 5337 GEF International Waters:Learning Exchange And Resources Network (GEF IW:LEARN)		
Business Unit:	SVK 10		
Project Title:	GEF International Waters:Learning Exchange And Resources Network (GEF IW:LEARN)		
PIMS no.	5337		
Implementing Partner (Executing Agency)	UNESCO IOC		

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	See Budget Note:
OUTCOME 2 (UNDP): Share Knowledge and Results Across Projects and Partners (Through Dialogue Processes and Face-to-Face Capacity Building) to Advance Transboundary Water Management	UNESCO-IOC	62000	GEF	71200	International Consultants	25,000	25,000	25,000	25,000	100,000	1
				71300	Local Consultants	49,440	59,440	49,440	59,440	217,760	2
				71600	Travel	5,000	5,000	5,000	5,000	20,000	3
				72100	Contractual services	211,250	428,750	20,6250	398,750	1,245,000	4
				74500	Miscellaneous	625	625	625	625	2,500	5
				75700	Training, Workshop & Conferences	55,000	45,000	45,000	45,000	190,000	6
					sub-total GEF	346,315	563,815	331,315	533,815	1,775,260	
	Total Outcome 2	346,315	563,815	331,315	533,815	1,775,260					
OUTCOME 3 (UNDP): Expand Global Freshwater Communities of Practice to Advance Conjunctive Management of	UNESCO-IOC	62000	GEF	71200	International Consultants	25,000	25,000	25,000	25,000	100,000	7
				71300	Local Consultants	72,000	72,000	72,000	72,000	288,000	8
				71600	Travel	5,000	5,000	5,000	5,000	20,000	9
				72100	Contractual services	257,500	197,500	172,500	147,500	775,000	10
				74100	Professional Services	3000	3000	3000	3000	12,000	11

Surface and Groundwaters, & Marine waters and Partner with New Enterprises on Initiatives to Better Manage International Waters				74500	Miscellaneous	625	625	625	625	2,500	12
					sub-total GEF	363,125	303,125	278,125	253,125	1,197,500	
					Total Outcome 3	363,125	303,125	278,125	253,125	1,197,500	
OUTCOME 4 (UNDP): Launch Programmatic Tools to Improve Portfolio Performance and Sustain Project Interventions	UNESCO-IOC	62000	GEF	71200	International Consultants	15,340	15,000	15,000	15,000	60,340	13
				71300	Local Consultants	54,400	50,000	50,000	50,000	204,400	14
				71600	Travel	2,500	2,500	2,500	2,500	10,000	15
				72100	Contractual services	125,000	125,000	125,000	125,000	500,000	16
				74500	Miscellaneous	625	625	625	625	2,500	17
					sub-total GEF	197,865	193,125	193,125	193,125	777,240	
					Total Outcome 4	197,865	193,125	193,125	193,125	777,240	
PROJECT MANAGEMENT UNIT	UNESCO-IOC	62000	GEF	71200	International Consultants	39,375	39,375	39,375	39,375	157,500	18
				71600	Travel	2,500	2,500	2,500	2,500	10,000	19
				72400	Communications	1,250	1,250	1,250	1,250	5,000	20
				74100	Professional Services	0	20,000	0	20,000	40,000	21
				74200	Audiovisual and Print	1,875	1,875	1,875	1,875	7,500	22
				72500	Office Supplies	3,750	3,750	3,750	3,750	15,000	23
				74500	Miscellaneous	625	625	625	625	2,500	24
					sub-total	49,375	69,375	49,375	69,375	237,500	
	Total Management	49,375	69,375	49,375	69,375	237,500					
PROJECT TOTAL						956,680	1,129,440	851,940	1,049,440	3,987,500	

Budget Note	Description of cost item
1	Consultants Individual (\$100,000) Some international consultant support is anticipated for this activity, to provide specific content interventions to IW:LEARN face-to-face events (to supplement partner contributions). Moreover, the PCU will require a consultant to help with strategic issues concerning the IWCs, specifically politically and also in terms of securing sponsorship.

2	<p>Local Consultants (\$217,760)</p> <p>The PCU will require expertise on the organization of the IWC6, specifically in the realm of strategic coordination. The PCU will also need significant support in terms of organizing training/twinning support, as well as support to global dialogue participation.</p>
3	<p>Travel (\$20,000)</p> <p>o 20,000: This amount will also include funds for technical oversight of training by the PCU</p>
4	<p>Contractual Services Companies (\$1,245,000)</p> <p>2.1.2 Institutional Twinning (with IRF as responsible party) (\$35,000)</p> <p>o Supports partnership with the IRF to organize institutional twinning (as part of Sub-Component 2.1). The funds will be utilized mainly for travel support.</p> <p>2.2 IWCs (\$485,000)</p> <p>o Supports the execution of both the IWC8 (2016) and IWC9 (2018)</p> <p>o This amount will help to secure the conference facility for the IWCs, including catering, audiovisual and room rental. (\$175,000 each)</p> <p>o This amount will support the hiring of professional facilitation during the IWC for sessions involving a lot of interaction and limited time. (\$7500 each)</p> <p>o Supports various services associated with the IWCs covering multimedia, the use of video to enhance the GEF IWC5 experience as well as disseminate its lessons to and engage a broader audience. (\$20,000 each)</p> <p>o Supports contract to provide services logistical and administrative support to the IWCs (including participant accommodations, sponsored sessions, rapporteur and other services (outside convention centre cost) and local organizing committee. (30,000 each)</p> <p>o These funds will be utilized to support media coverage of the IWCs as well as its promotion. These funds would support the production of feature stories on project results captured during the event. (\$10,000 each)</p> <p>2.3 Regional Dialogue (with GWP as responsible party) (\$325,000)</p> <p>o These funds will support regional dialogue processes to be conducted in the Mediterranean region as well as East Africa</p> <p>2.4 Global/Regional Targeted Training (\$180,000)</p> <p>o This amount will support at least 6 global/regional targeted training events, conducted together with partners, to serve the GEF IW Portfolio</p> <p>2.5 Gender Mainstreaming (with UNESCO-WWAP and WWF as responsible parties) (\$220,000)</p> <p>o These funds will support a series of activities and production of materials to support the mainstreaming of gender issues in GEF IW</p>
5	<p>Miscellaneous Cost (\$2,500)</p> <p>-This amount protects the project against exigencies and unexpected fees and costs related to this component.</p>
6	<p>Training and Workshops (\$190,000)</p> <p>o 125,000 [2.6 Global Dialogue Participation] This activity will support the participation of the GEF IW portfolio in global dialogue processes at a cost of roughly \$2000 per event per person.</p> <p>o 65,000: This amount will be reserved to provide travel support for twinning events (2.1) at roughly \$2000 per person</p>
7	<p>Individual Consultants (\$100,000)</p> <p>These funds will be utilized to bring on board additional technical assistance to provide support to the freshwater community and support to source-to-sea networking linkages among GEF IW projects.</p>
8	<p>Local Consultants (\$288,000)</p> <p>The PCU will require expertise to provide technical oversight and monitoring of the activities under Component 3, in particular to ensure effective coordination with the rest of the project, particularly Component 2 training activities.</p>
9	<p>Travel (\$20,000)</p> <p>o 20,000: This amount will also include funds for technical oversight of training by the PCU</p>
10	<p>Contractual Services (\$775,000)</p> <p>3.1.1 Learning Exchange Service Centre (with IUCN as responsible party) (\$50,000)</p> <p>o Supports partnership with the IUCN to coordinate development of the learning exchange service centre (activity 3.1.1). The funds will be handled by IUCN and utilized mainly to support centre development and associated activities.</p> <p>3.1.2 Water-Energy-Food Ecosystem Nexus (with UNECE as responsible party) (\$50,000)</p>

	<p>o Supports the conduct of technical assistance activities (such as workshop participation, twinning participation, programmatic guidance, peer-to-peer assistance and facilitation costs of partner staff in training events or the IWC on this particular theme</p> <p>3.1.3 Environmental Flows (with TNC as responsible party) (\$50,000) o Supports the conduct of technical assistance activities (such as workshop participation, twinning participation, programmatic guidance, peer-to-peer assistance and facilitation costs of partner staff in training events or the IWC on this particular theme</p> <p>3.1.4 Benefit Sharing (with IUCN as responsible party) (\$50,000) o Supports the conduct of technical assistance activities (such as workshop participation, twinning participation, programmatic guidance, peer-to-peer assistance and facilitation costs of partner staff in training events or the IWC on this particular theme</p> <p>3.1.5 Climate (with UNECE as responsible party) (\$50,000) o Supports the conduct of technical assistance activities (such as workshop participation, twinning participation, programmatic guidance, peer-to-peer assistance and facilitation costs of partner staff in training events or the IWC on this particular theme</p> <p>3.1.6 Legal and Institutional Frameworks (with ICPDR as responsible party) (\$50,000) o Supports the conduct of technical assistance activities (such as workshop participation, twinning participation, programmatic guidance, peer-to-peer assistance and facilitation costs of partner staff in training events or the IWC on this particular theme</p> <p>3.2 Groundwater Community of Practice (with UNESCO-IHP as responsible party) (\$250,000) o Supports the advancement of conjunctive management and groundwater management technical assistance activities to the IW portfolio</p> <p>3.3 Source-to-Sea (with CI as responsible party) (\$50,000) o Supports activities to promote increased understanding of the impacts of freshwater systems on their linked receiving marine waters, particularly through a global workshop which will take place in a region, highlighting that a specific case and working with the projects in the given region to highlight their specific issues.</p> <p>3.4 Private Sector Engagement (with WWF as responsible party) (\$175,000) o Supports the conduct of technical assistance activities (such as workshop participation and preparation of guidance materials) to help the GEF IW portfolio more effectively partner with the private sector</p>
11	Audit Cost (\$12,000)
12	Miscellaneous Cost (\$2,500) -This amount protects the project against exigencies and unexpected fees and costs related to this component.
13	Consultants Individual (\$60,340) Some international consultant support will be required to provide technical contributions to the associated activities, particularly the 4.2 SAP Implementation Good Practice and 4.3 Thematic Training courses
14	Local Consultants (\$204,400) The PCU will require expertise to provide technical oversight and monitoring of the activities under Component 3, in particular to ensure effective coordination with the rest of the project, particularly Component 2 training activities.
15	Travel (\$10,000) o 10,000: This amount will also include funds for technical oversight of Component 3 by the PCU
16	Contractual Services Companies (\$500,000) 4.1 Economic Valuation (with UNIDO as responsible party) (\$325,000) o These funds will be used to support a sub-component that contains activities which support the application of economic valuation methodologies in the portfolio as well as the incorporation of valuation principles into the TDA-SAP methodology. 4.2 SAP Implementation Good Practice (\$100,000)

	<p>o These funds will be used to support a review and analysis of good practices in SAP implementation over the last decades of GEF IW projects.</p> <p>4.3 Online Thematic Courses (\$75,000)</p> <p>o Funds will be allocated to support partners or to fund parallel actions that leads to the development and launch of two online courses, one in support of the large marine ecosystem sub-portfolio and another course on legal/institutional frameworks in support of the GEF IW freshwater portfolio.</p> <p>o Leverages projected \$XXX in cofinance</p>
17	<p>Miscellaneous Cost (\$2,500)</p> <p>-This amount protects the project against exigencies and unexpected fees and costs related to this component.</p>
18	<p>Project Coordination Unit (\$157,500)</p> <p>o This funding will partially support the running costs of the project management unit to ensure integral networking across all project components and in particular across all the partners of the project.</p>
19	<p>Travel (\$10,000)</p> <p>These funds will be utilized to support technical oversight of project implementation by the project coordination unit members. It is integral to project success, management and supervision that the workshops and conferences receive adequate support and oversight.</p>
20	<p>Communications (\$5,000)</p> <p>o Supports communications and related costs for IW:LEARN, averaging roughly \$104/month for 48 months.</p>
21	<p>Professional Services (\$40,000)</p> <p>o This funding will support the costs of both the mid-term and terminal evaluations of the project at roughly \$20,000/each.</p>
22	<p>Audiovisual and Print Production Cost (\$7,500)</p> <p>o Supports the production of outreach materials for the project (brochures, videos, webinars).</p>
23	<p>Office supplies (\$15,000)</p> <p>Office Space (\$7,500)</p> <p>o This supports running costs for 4 years for the Project Coordination Unit, which includes services such as photocopying and IT connections (\$156/month).</p> <p>Supplies and Outreach (\$7,500)</p> <p>o This is to support sundry expenses (existing equipment repair and maintenance), the production of materials for events (publications and electronic media), mailing of materials, business card production, medical fees, other office supplies.</p>
24	<p>Miscellaneous Cost (\$2,500)</p> <p>-This amount protects the project against exigencies and unexpected fees and costs related to this component.</p>

Summary of Funds:²⁹

Summary of Funds:³⁰

	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Total
GEF (UNDP)	956,680	1,129,440	851,940	1,049,440	3,987,500
GEF (UNEP)	375,750	211,750	200,750	211,750	1,000,000
UNDP (cash)	417,500	417,500	417,500	417,500	1,670,000
UNEP (cash)	42,500	42,500	42,500	42,500	170,000
UNEP (in-kind)	516,632	516,632	516,631	516,631	2,066,526
GRID-Arendal (cash)	62,500	62,500	62,500	62,500	250,000

²⁹ Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc...

³⁰ Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc...

UNEP-DHI (in-kind)	150,000	150,000	150,000	150,000	600,000
UNIDO (in-kind)	465,000	465,000	465,000	465,000	1,860,000
CI (in-kind)	52,500	52,500	52,500	52,500	210,000
WWF (in-kind)	93,750	93,750	93,750	93,750	375,000
UNESCO-IHP (in-kind)	62,500	62,500	62,500	62,500	250,000
UNESCO-WWAP (in-kind)	52,500	52,500	52,500	52,500	210,000
UNECE (cash)	75,000	75,000	75,000	75,000	300,000
UNECE (in-kind)	50,000	50,000	50,000	50,000	200,000
GWP (in-kind)	825,000	825,000	825,000	825,000	3,300,000
ICPDR (in-kind)	53,000	53,000	53,000	53,000	212,000
IRF (in-kind)	33,447.50	33,447.50	33,447.50	33,447.50	133,790
IUCN (in-kind)	55,000	55,000	55,000	55,000	220,000
TNC (in-kind)	23,750	23,750	23,750	23,750	95,000
TOTAL	\$4,363,010	4,371,770\$	4,083,269\$	4,291,769\$	\$17,109,816

Outcome 1 (UNEP) – Budget³¹

UNEP Budget Categories	SECURED FUNDING _ EF / RB / XB										GRAND TOTAL	
	Funding Source	Budget by Project Output*					Budget by calendar year					
		1.1. Upgrade d IW portfolio visualization tools (portfolio-wide, Geonode/online collaborative GIS tool), including a spatial data-based results	1.2. IW:L EARN website incorporating partners' online knowledge platforms and serving global network	1.3. Published IW e-newsletter, blogs, webinars, videos and mailings on current transboundary IW issues	1.4. Synthesis reports and materials on portfolio and non-GEF approaches to, and experiences in, integrating governance practices for ridge-to-reef/source-to sea ecosystem-based management of	1.5. Training on information and communication technology for improved management of information by GEF projects	Total (A)	Year 1	Year 2	Year 3		Year 4

³¹ Component one of the project is implemented by UNEP. The budget for Outcome 1 is presented in the UNEP-budget template

			reporting interface and indicator-based assessment of project interventions	learning partnership		transboundary water systems								
10	PERSONNEL COMPONENT													
110	Project personnel													
110							-					-	-	
110														
119	Sub-total													
120	Consultants													
120							-					-	-	
120							-					-	-	
129	Sub-total		-	-	-	-	-	-	-	-	-	-	-	
130	Administrative Support													
130	Program Assistant-(GS-6)	GEF	36,080	36,080	36,080	36,080	36,080	180,400	45,100	45,100	45,100	45,100	180,400	180,400
130								-				-	-	
139	Sub-total		36,080	36,080	36,080	36,080	36,080	180,400	45,100	45,100	45,100	45,100	180,400	180,400
160	Travel on official business		20,000	20,000	20,000	20,000	20,000	100,000	25,000	25,000	25,000	25,000	100,000	100,000
160		GEF						-				-	-	
160								-				-	-	

1699	Sub-total	-	-	-	-	-	100,000	25,000	25,000	25,000	25,000	100,000	100,000
1999	Component total	56,080	56,080	56,080	56,080	56,080	280,400	70,100	70,100	70,100	70,100	280,400	280,400
20	SUB-CONTRACT COMPONENT												
2100	Sub-contracts (SSFAs/PCAs)												
2101	GEF											-	-
2102													-
2199	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
2200	Sub-contracts (LOAs)						-						
2201	Website Migration & Sustainability GEF		398,500				398,500	155,875	80,875	80,875	80,875	398,500	398,500
2202	Data Visualization GEF	100,000					100,000	100,000				100,000	100,000
2261	Content management, synthesis reports, IT training, related communications and outreach GEF	42,460	42,460	42,460	42,460	42,460	212,300	47,575	58,575	47,575	58,575	212,300	212,300
2299	Sub-total	142,460	440,960	42,460	42,460	42,460	710,800	303,450	139,450	128,450	139,450	710,800	710,800
2300	Sub-contracts (for commercial)												

	purposes)												
230													
1													
230													
2													
239	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
9													
299	Component total	142,460	440,960	42,460	42,460	42,460	710,800	303,450	139,450	128,450	139,450	710,800	710,800
9													
30	TRAINING COMPONENT												
320	Group training												
320													
1													
320													
2													
329	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
9													
330	Meetings/Conferences												
330													
1													
330													
2													
339	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
9													
399	Component total	-	-	-	-	-	-	-	-	-	-	-	-
9													
40	EQUIPMENT AND PREMISES COMPONENT												
410	Expendable equipment												
410													
1													
410													
2													
419	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
9													

420	Non-expendable equipment												
420													
420													
429	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
499	Component total	-	-	-	-	-	-	-	-	-	-	-	-
50	MISCELLANEOUS COMPONENT												
510	Operation and maintenance of equipment												
510	Cloud services	4,400	4,400				8,800	2,200	2,200	2,200	2,200	8,800	8,800
510													
519	Sub-total	4,400	4,400	-	-	-	8,800	2,200	2,200	2,200	2,200	8,800	8,800
520	Reporting costs												
520													
520													
529	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
530	Sundry												
530													
530													
539	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
540	Hospitality and												

	entertainment												
5401							-					-	-
5402							-					-	-
5499	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
5500	Evaluation												
5501							-					-	-
5502							-					-	-
5599	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
5999	Component total	4,400	4,400	-	-	-	8,800	2,200	2,200	2,200	2,200	2,200	8,800
99	TOTAL	202,940	501,440	98,540	98,540	98,540	1,000,000	375,750	211,750	200,750	211,750	1,000,000	1,000,000
	PSC												
	Grand Total (with PSC)	202,940	501,440	98,540	98,540	98,540	1,000,000	375,750	211,750	200,750	211,750	1,000,000	1,000,000

Not e: * Must match project delivery plan

Workplan

C = Conference, M = Meeting, R= Report, W = Workshop, E = Evaluation, We = Webinar, TC = Training Course, V = Video

	YEAR 1	YEAR 2	YEAR 3	YEAR 4
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	Activity and Sub-Activities Description	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14	Quarter 15	Quarter 16
COMPONENT 1: Support the Harvesting, Standardization, Dissemination and Replication of Portfolio & Partner Results, Data and Experience																	
1.1	Upgraded IW portfolio visualization tool, including a spatial data-based results reporting interface and standardized indicator-based monitoring of project interventions																
1.1.1	Final specifications and prioritization of geospatial components																
1.1.2	Consolidated portfolio visualization platform																
1.1.3	Visualization platform to measure portfolio process and stress reduction impacts																
1.1.4	Display of existing project spatial data																
1.1.5	Promote a viable Spatial Data Infrastructure (SDI) and Guidelines																
1.1.6	Work with Projects to visualize their Spatial Data																
1.2	IW:LEARN website incorporating partners' online knowledge platforms, serving global network learning partnership and supporting GEF IW results-based management and GEF-wide knowledge management activities																
1.2.1	Enhancement of the IW:LEARN.net's back-end functionality																
1.2.2	Expansion of the GEF IW Portfolio Results Archive to Feature Stress Reduction Data																
1.2.3	Introduction of Aspect-Based Navigation to the IW:LEARN.net website																
1.2.4	Establish dynamic linkage with the Global MoU partnership websites and the LME:LEARN																

	project website																
1.3	Published IW e-newsletter, blogs, webinars, videos and mailings on current transboundary IW issues																
1.3.1	Produce monthly electronic bulletins highlighting project, partner and portfolio news, events, results																
1.3.2	Disseminate information through social media, blogs and mailing lists																
1.3.3	Promote wide dissemination of project outputs and tools																
1.4	Technical support and coordination for improved knowledge																
1.4.1	Develop and implement issue-based (multimedia) synthesis reports & guidance																
1.4.2	Produce IW Experience Notes & Establish a program of IW Achievement Notes																
1.4.3	Produce a short animation/video(s)					V					V						
1.5	Training on information and communication technology for improved management of information by GEF projects																
1.5.1	Produce and disseminate engaging information materials on ICT																
1.5.2	Conduct face-to-face and virtual ICT training		TC	We	TC		TC	We	TC		TC	We	TC		TC	We	TC
1.5.3	Support projects and develop the IW:LEARN Website Toolkit																
COMPONENT 2: Share Knowledge Across Projects and Partners (Through Dialogue Processes and Face-to-Face Capacity Building) to Advance Transboundary Water Management																	
2.1	Structured project-project twinning exchange program																
2.1.1	Support programmatic twinning partnerships to strengthen project capacity on key thematic priorities or develop enhanced project-project																

	cooperation on Ridge to Reef/Source-to-Sea issues																		
2.1.2	Organize twinning exchanges that leverage the GEF IW:LEARN partnership and introduce external experience to the IW portfolio																		
2.1.3	Organize ad-hoc twinning exchanges based on proposals submitted from the portfolio																		
2.2	GEF Biennial International Waters Conference 8 and 9																		
2.2.1	Organization of the 8th GEF Biennial International Waters Conference				C														
2.2.2	Organization of the 9th GEF Biennial International Waters Conference												C						
2.3	Regional dialogue approach for enhanced transboundary cooperation sustained and conducted in regions with limited GEF IW investment																		
2.3.1	A set of International Roundtables and Capacity Building activities in SEE and the MENA areas introducing elements that came out as priorities from activities under the IW:LEARN3 such as the Water-Food-Energy Nexus																		
2.3.2	A methodological approach (MA) for the establishment and sustaining of a Regional Dialogue on TWRM and a CoP at regional level.		R																
2.3.3	International Roundtables and Capacity Building activities in additional area on issues of global and regional priority																		
2.4	Structured regional training workshops for GEF projects & partners, delivered by the global partner learning network and together with global LME governance project																		
2.4.1	Work with partners to organize a series of at least 6 global and regional training addressing portfolio learning gaps							W	W	W							W	W	W
2.5	Promotion of Gender Mainstreaming in the GEF IW portfolio																		

2.5.1	Gender Mainstreaming: Webinars on “Achieving Gender Equity”: methodologies and experiences																
2.5.2	Support Gender Mainstreaming in the GEF IW Portfolio through face-to-face workshops																
2.6	Participation in key global dialogue processes to promote GEF IW results and exchange tools to enhance knowledge management activities																
2.6.1	Active Engagement in the Stockholm Water Week (2015-2018)			M				M				M				M	
2.6.2	Active Engagement in the 2018 World Water Forum													M			
2.6.3	Active Engagement in other global dialogue processes																
2.6.4	Organize the participation of GEF IW projects in ad-hoc global and regional dialogue processes																

COMPONENT 3: Expand Global Freshwater Communities of Practice to Advance Conjunctive Management of Surface and Groundwaters, & Source-to-Sea linkages with Marine waters and Partner with New Enterprises on Initiatives to Better Manage International Waters

3.1	Expanded global surface freshwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing																
3.1.1	Establish a learning exchange service center for the freshwater portfolio																
3.1.2	Support training and provide programmatic support on addressing the Water-Energy-Food Ecosystem Nexus																
3.1.3	Support training and programmatic support on Environmental Flows																
3.1.4	Support training and programmatic support on Benefit Sharing/Stakeholder Analysis																
3.1.5	Support training and programmatic support on Climate resilience																

3.1.6	Provide technical assistance for Adaptive Management through Institutional Support for Freshwater Basin Organizations																		
3.2	Expanded global groundwater Communities of Practice to mobilize GEF and non-GEF partnerships and knowledge sharing																		
3.2.1	Enhance the capacity of the GEF System in groundwater issues, and in particular in conjunctive surface and groundwater management																		
3.2.2	Preserve the legacy of GEF IW groundwater projects through sustained GEF IW Groundwater Community of Practice																		
3.3	Partner exchanges to promote conjunctive management of freshwater GEF projects, and especially addressing the Source-to-Sea interface with coastal and marine projects (together with global LME governance project)																		
3.3.1	Support Source-to-Sea Investigation and Dialogue Workshop on linkages between one connected system (rivers and LME) to be agreed in the inception phase																		
3.4	Structured engagement with the private sector through dialogue and joint activities																		
3.4.1	Global Kick-Off Meeting																		
3.4.2	In-Person Regional Workshops																		
3.4.3	Provision of Tools and Materials																		
COMPONENT 4: Launch Programmatic Tools to Improve Portfolio Performance and Sustain Project Interventions																			
4.1	Systematic consideration of the economic valuation of natural resources into the TDA/SAP process and targeted learning																		
4.1.1	Repository of EV documents with a focus to establish as sound basis for Benefit Transfers																		
4.1.2	Methodologies for EV in "wet" ecosystems and for including EV into TDA/SAP Processes				R														

4.1.3	Production of training materials and participation of trainers back-to-back with IW meetings			C				W	W	W			C				W	W	W
4.2	TDA/SAP methodology updated and expanded with good practices from existing SAP implementation and waterbody-specific guidance																		
4.2.1	Produce a review of existing SAPs																		
4.2.2	Produce a guidance on Good Practices with SAP implementation				R														
4.3	Interactive online training courses based on priority thematic content to fill portfolio learning gaps (inter alia on legal frameworks, water-energy-food ecosystems nexus)																		
4.3.1	Large Marine Ecosystem Management Course				TC					TC				TC					TC
4.3.2	Freshwater Legal Frameworks and Agreements Course																		
4.3.3	Link to Existing Partner Course Offerings and Help Develop Them																		
Project management																			
	Project implementation review			R					R				R						
	Project quarterly reporting	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
	Coordination of PSC meetings			M					M				M					M	
	Mid-term evaluation								E										
	Final evaluation																	E	

5 MANAGEMENT ARRANGEMENTS

The overall management arrangement for this project is shown in outline in Figure 2.

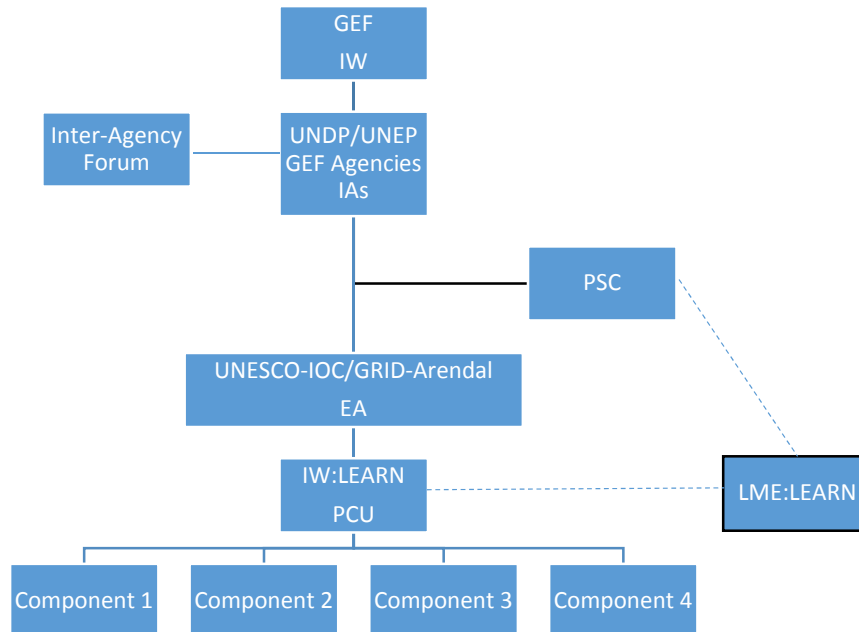


Figure 2: Overall management arrangement of GEF IW:LEARN

5.1 Implementation Arrangements

5.1.1 GEF Agencies

GEF IW:LEARN will be implemented by UNDP (Components 2-5) and UNEP (Component 1). UNDP will be responsible for ensuring overall project supervision and will ensure consistency with the GEF policies and procedures. UNDP Istanbul Regional Hub (IRH) will be responsible for overall project supervision and

implementation of Components 2-5 (through Agency execution modality with UNESCO-IOC). IRH will be represented at the Project Steering Committee by the UNDP/ GEF International Waters Regional Technical Advisor. UNEP will be represented by the UNEP Task Manager.

5.1.2 Executing Agency

GEF IW:LEARN will be executed for UNDP through UNESCO-IOC (Components 2-5) and for UNEP through GRID-Arendal (Component 1). The EAs will be responsible for, the following activities, required to achieve the project objectives, outputs and outcomes, including:

- Project planning, coordination, management, monitoring and reporting
- Procurement of goods and services, including human resources
- Financial management, including overseeing financial expenditures against project budgets, as indicated in the Project Document and/or revised by the Project Coordination Unit and approved by the Project Steering Committee

The EAs will ensure that all activities including procurement services are carried out in strict compliance with UNDP / UNEP's respective rules and procedures. IOC/UNESCO will be responsible for the establishment, adequate staffing and uninterrupted functioning, throughout the project's life span, of the global Project Coordination Unit (PCU). GRID-Arendal will provide services for its contribution and ensure effective, close and continuous coordination with the IOC-based PCU. The project will be executed in close co-operation with the UNDP-GEF LME:LEARN (also executed by UNESCO-IOC) and they will share the Programme Co-ordinator, office and administrative facilities.

5.1.3 Project Steering Committee (PSC)

The GEF IW:LEARN partnership involves a large number of GEF Agencies, Executing Agencies and other partners (such as NGOs and transboundary organizations). Most of these are contributing co-finance inputs to the project and will be members of the Project Steering Committee (PSC), with the PCU acting as the Secretariat. The PSC will also include representatives of all IW:LEARN's partners and immediate stakeholders. The PSC, through the GEF Agencies and partners, will strongly encourage active participation of all IW projects at events and ensure that projects provide data as requested by the GEF IW:LEARN PCU to, for example, populate the visualisation tool. To optimize coordination and efficient use of resources, the PSC meeting will be held back-to-back with the PSC of the LME:LEARN project

The PSC will provide guidance based upon project progress assessments and related recommendations from the PMU. The PSC will review and approve annual project reviews and workplans, technical documents, budgets and financial reports. The PSC will provide general strategic and implementation guidance to the PCU. It will meet annually, and make decisions by consensus. The specific rules and procedures of the PSC will be decided upon at the project inception meeting.

5.1.4 Inter-Agency Forum

An Inter-Agency Forum, comprising of the IAs and the EA, will be created to have close dialogue on the overall project execution. This will further ensure that there is adequate project oversight and consistency with GEF policies and requirements.

5.1.5 Project Co-ordination Unit (PCU)

A PCU will be headquartered at UNESCO-IOC's offices in Paris, co-located with the GEF LME:LEARN project. The projects will be executed in parallel with a common PCU. Administration functions with the PCU would be 'shared' with LME:LEARN within the UNESCO-IOC 's office. The IW:LEARN PCU staff will consist of a Programme Manager (who will also be responsible for LME:LEARN), a Training Specialist and an Administrative Officer. The PCU will rely to an extent on staff-time contributions from implementation partners. GRID-Arendal in particular, will deliver activities under Component One of the project. Given the Component's importance, GRID-Arendal will, as an organization and a center of expertise on information management, form an integral part of the PCU. GRID-Arendal has pledged co-finance to the project including staff-time of multiple individuals, which will collectively be part of the PCU through a single contact point and free up more of the GEF increment for activities. While this institutional support will not be physically located within the UNESCO – IOC's office, GRID-Arendal staff will regularly meet, both in person and virtually, and be in communication with the Paris-based PCU to coordinate delivery of Component One activities and support the linkages to other Components. Further, as per its obligations as a UNEP Executing Agency, GRID-Arendal will officially report to UNEP on deliverables, the UNESCO-based PCU will support UNEP in the regular review and verification of all GRID-Arendal deliverables throughout the project time frame, with any ultimate action taken by the UNEP Task Manager.

The PCU will be responsible for the overall project co-ordination and will ensure that activities are undertaken in conjunction with partners and are delivered according to the PSC agreed time-line. The PCU will also have extensive responsibilities for monitoring the overall performance of the project against the indicators/targets in the results framework as part of the M&E activities. Much of the data for this project will come from surveys of workshop follow-up, twinings, exchanges, etc., to gather as much quantitative data as possible about the outcomes and impacts of the GEF IW:LEARN project, and to report this data to the PSC (based on the baseline established from the last phase of the project). The indicators and proposed targets are presented in the Project Results Framework and the Key Indicators. It is expected that the PCU will survey participants immediately following an event and then at 6 and 12 months to assess impacts. Participants will sign an agreement to provide feedback as a condition of attendance of IW:LEARN supported activities.

The PCU will undertake (at least) weekly teleconferences with all those directly involved in the PCU in order to ensure the smooth coordination of the global operation of the IW:LEARN project. Face-to-face meetings will be organised between the PCU staff at approximately 3 month intervals to review progress, identify needs for 'adaptive management' modifications to the work programme, etc.

In terms of regular administrative reporting, the PCU will work with project partners in the preparation of quarterly reports to be submitted to UNDP and UNEP. The PCU will be responsible to prepare in coordination with UNDP/UNESCO-IOC and UNEP/GRID-Arendal the annual Project Implementation Review. Finally there will be a number of management and evaluation activities that will be carried out and supported by the PCU. These will include a midterm and

final evaluation together with such other activities as may be requested from time to time by UNESCO IOC and the UNDP-GEF Regional Coordination Unit in Istanbul, as well as the United Nations Environment Programme.

UNEP will ensure that all data and project websites are backed up regularly.

Figures 3 and 4 show the overall structure of the PCUs of the GEF IW:LEARN and GEF LME:LEARN and the areas of commonality /synergy respectively. ToRs for the PCU staff are given in Annex II.

5.1.6 Project Partners (Responsible Parties)

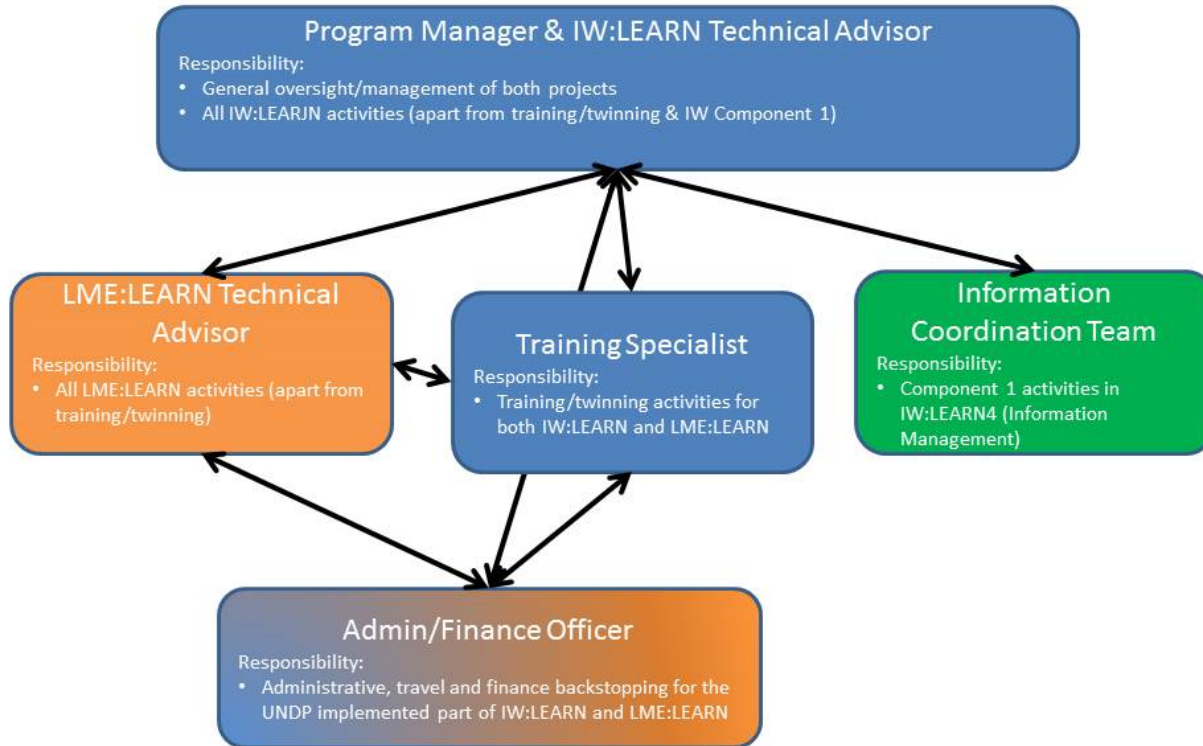
The Strategy identified specific project partners convening (or coordinating, together with other partners) specific sub-components or activities within sub-components. These convening partners as well as supporting partners are correspondingly identified in the table following in section 5.4. The project will accordingly enter into contractual arrangements with the following partners to support specific project activity implementation as responsible parties following UNDP and UNEP rules and processes for selection of responsible parties through LPAC/Capacity assessment process:

- Conservation International
- The Global Water Partnership
- GRID-Arendal
- The International Commission for the Protection of the Danube River
- The International River Foundation
- The International Union for the Conservation of Nature
- The Nature Conservancy
- The United Nations Economic Commission for Europe
- The International Hydrological Programme of UNESCO
- The UNESCO World Water Assessment Programme
- The United Nations Industrial Development Organization
- The World Wildlife Fund

5.2 Project Management

Figure 3: Project Management arrangements

IW:LEARN4/LME:LEARN Joint PCU Organogram



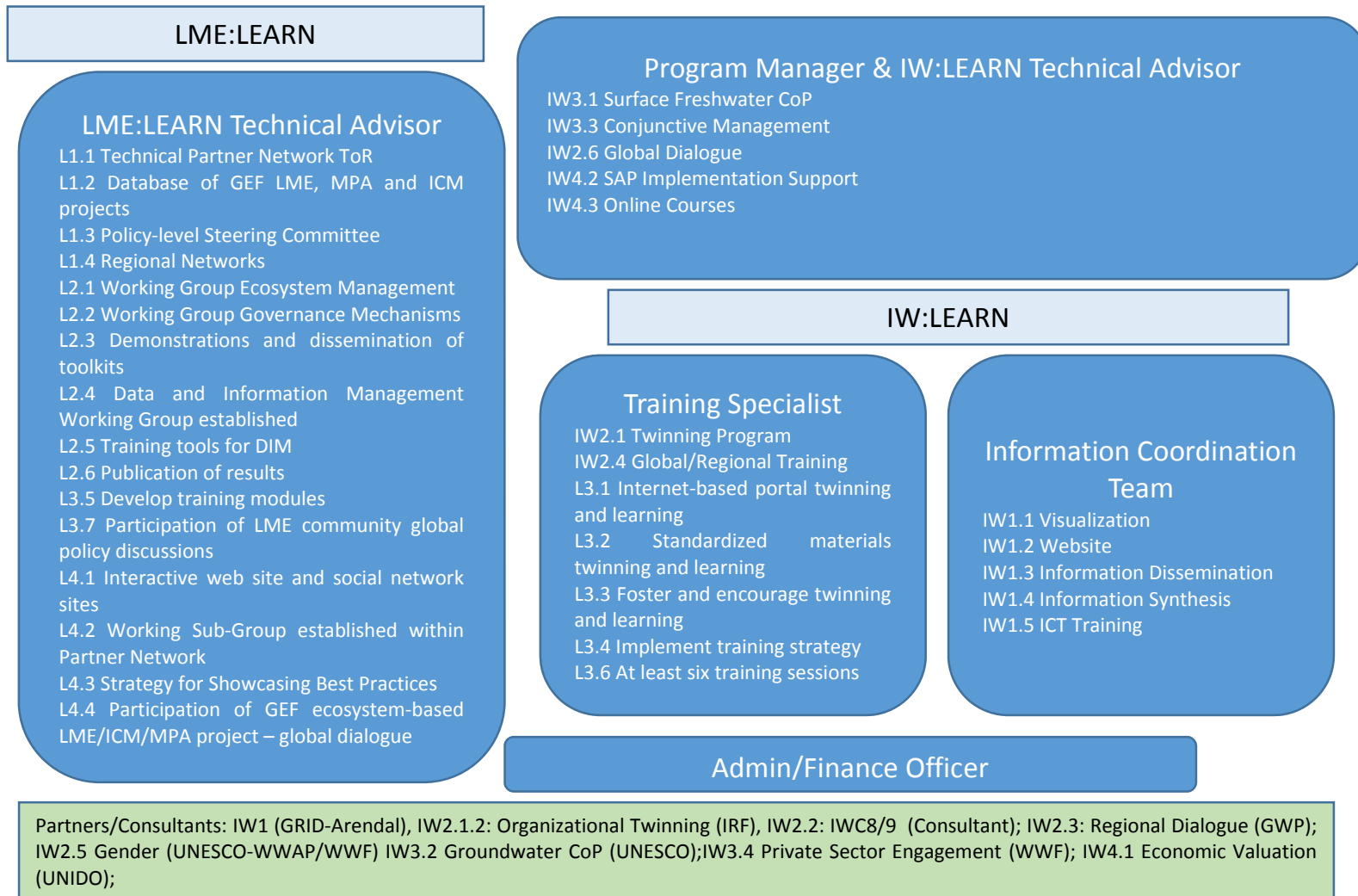
Position Funding Source:

LME:LEARN

IW:LEARN4-UNDP

IW:LEARN4-UNEP

Figure Four. LME:LEARN and IW:LEARN Co-ordination and Management



Collection and coordination of varying knowledge gives IWL a value-added quality in serving the IW community. That is, IWL functions as a relay hub of knowledge management by pulling, pushing, and transforming knowledge content; by matching supply with demand; and in providing specific communication services to and connecting an ever broadening IW community of practice. It pursues this through a growing web presence, search and management of content, tools and services, and it helps to connect practitioners across projects, themes and regions.

The GEF IW:LEARN Knowledge Management Strategy (November 2014) identified three different types of knowledge management (KM) strategies. KM can be viewed as the development of a set of specific actions to share, organize, enhance and present the knowledge of an individual or an institution, so that knowledge products and know-how can reach the largest number of beneficiaries in a timely manner.

Three KM models were identified as common among many institutions and businesses. These involve: (1) Knowledge that is carefully codified, stored in databases and automated for efficient search and retrieval in various combinations and formats, where it can be readily accessed by users. This is referred to as a “codification strategy”; (2) Knowledge is also closely tied to the people who have developed it, and the knowledge is shared through direct person-to-person contacts and learning, thus referred to as a person-to-person (or personalization) model or strategy (e.g. face-to-face, over the telephone, by e-mail, and via videoconferences, etc.). The person-to-person model recognizes that in many instances the knowledge needed is too subtle and difficult to capture or codify into written or database-oriented formats. Personalization models are often equated with managing more tacit knowledge or knowledge that is difficult to extract without personal qualification and communication; and (3) A third process, “Knowledge Transformation”, transforms knowledge from one form to another (for example, innovation and learning occurring as a result of the flow and transformation of information into knowledge. GEF IW:LEARN Experience and Results Notes can be considered as examples of knowledge transformation).

This last approach seeks to transform existing knowledge and information into forms targeted for consumption by the GEF IW portfolio, with an eye to making knowledge transfer more efficient and effective. IWL has experience with various forms of knowledge transformation. A good example has been IW Experience and Results Notes, which transform project knowledge into short and digestible case studies. IWL has also synthesized project experience by scaling-up data and information management, conjunctive management of freshwater and, catalyzing legal frameworks (through project roundtables). Knowledge transformation may take various forms in IWL4. Further outputs may include policy briefs (e.g. fisheries management, climate change adaptation strategies, long-term sustainability of project outcomes), and/or project results in terms of process and stress reduction). One new innovation will codify key lessons from projects upon closure. This activity will also include an enhanced use of other types of media, such as regular webinars (together with partners), which could be delivered on a bi-weekly basis. Webinars can be supplemented by the use of other visual media, especially videos, animations and other interactive media.

These strategies are mentioned here because they underpin the overall communications strategy of the project. In particular, the codification strategy and the knowledge transformation strategy will be applied. Activities conducted under the person-to-person model have implications for communications, specifically driving participation and encouraging uptake of their outputs. These strategies are also mentioned as they have implications for specific responsibilities of project coordination unit members (project manager, technical advisor (twinning/training), information officer and administrative officer).

Primary responsibility for communications starts with the Project Coordination Unit (PCU). All PCU members play an important role in communications (as illustrated in the following figures).

IW:LEARN4/LME:LEARN – Knowledge Management Models & PCU Roles

Person-to-Person Model

Knowledge that is shared through direct person-to-person contacts and learning, thus referred to as a person-to-person (or personalization) model or strategy.

Knowledge Transformation

“Knowledge Transformation”, transforms knowledge from one form to another (for example, innovation and learning occurring as a result of the flow and transformation of information into knowledge).

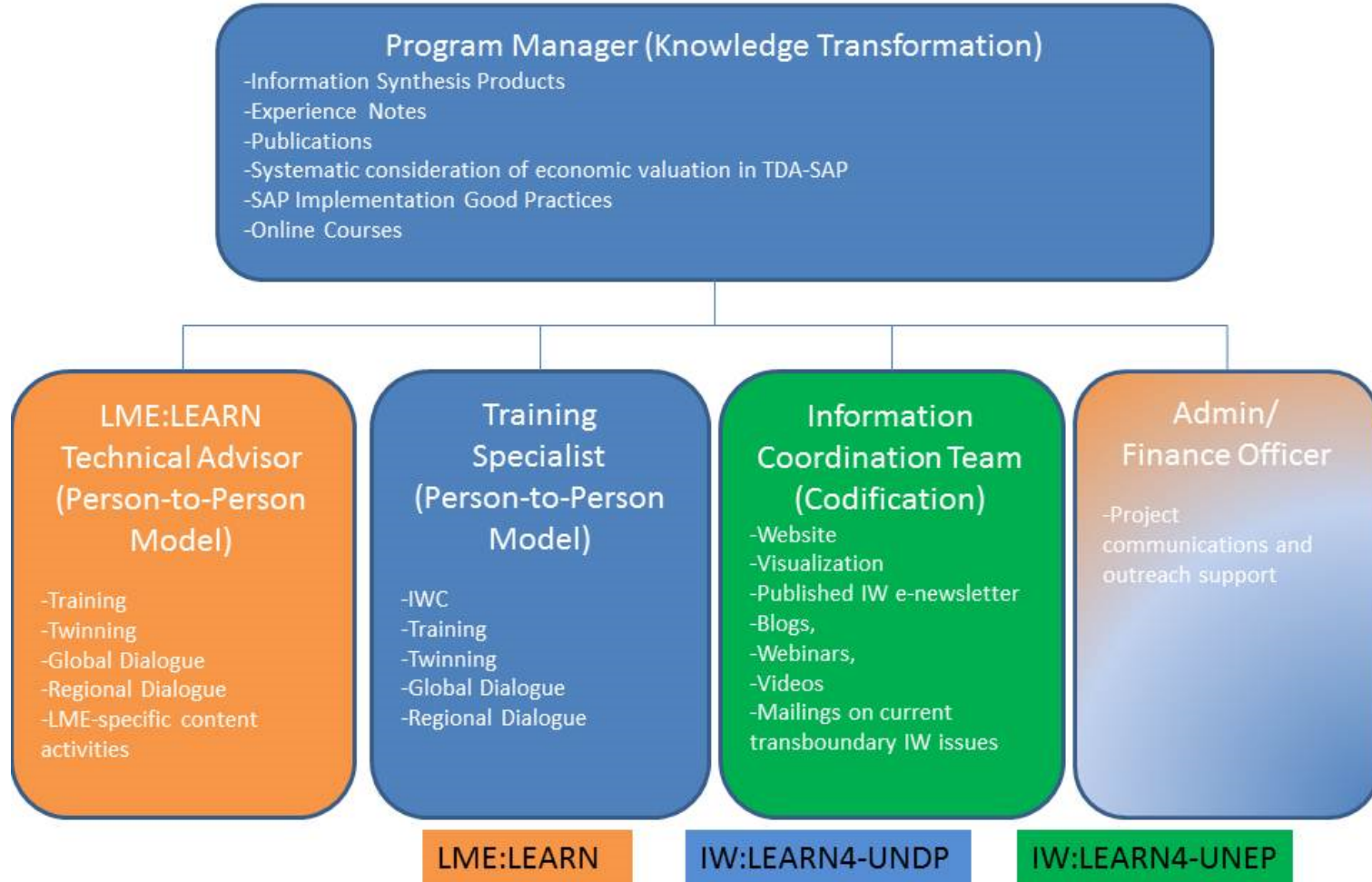
Knowledge Codification

Codification refers to knowledge that is carefully codified, stored in databases and automated for efficient search and retrieval in various combinations and formats, where it can be readily accessed by users.

Figure (From KM Analysis). General suggested functions to be performed by the IW:LEARN Project Coordinating Unit relative to Codification, Personalization and Knowledge Transformation models/strategies. Emphasis of model applicability should be tied to operational priorities identified under the KM Strategy and Action Plan.



IW:LEARN4/LME:LEARN Joint PCU Organogram – Knowledge Management Functions



Knowledge Management in the PCU

Project Manager

The project manager should serve as the primary point of contact for IWL and all of its partners, and should provide day-to-day leadership of IWL's KM Strategy (synonymous with the responsibility of delivering the outcomes of IWL4's Results Framework). This role should emphasize that of a "knowledge manager", one who focuses on knowledge transformation and based on his/ her knowledge of the IW portfolio, pushes emergent and extracted knowledge to projects and other areas of benefit and potential application. While the PM has overall responsibility for the delivery of IWL's results framework, s/he should delegate areas of responsibility to specific coordinators in the PCU who focus on codification or personalization approaches to reach IWL stakeholders and the broader IW community. A significant part of the PM's time should be focused on using this knowledge to review, anticipate, and transform knowledge content, and then push this toward the proper strategy (codification or personalization) and relevant user/stakeholder to most effectively execute. The PM will be chiefly responsible for pushing knowledge products to specific stakeholders, primarily through direct mailing and other direct contact means.

Information Coordination

This PCU staff member has the main role of ensuring that knowledge content that is most conducive to reuse and standardization, is developed most effectively for data storage and archiving automated search and retrieval or distribution. The IC team will have the responsibility for maintaining IWL's increasing warehouse of knowledge products and ensure that these can be effectively searched and then reported. Working closely with the PM, the IC team can also support any personalization strategy to ensure that relevant content is readily available for a given dialogue, meeting or community of practice gathering (whether in-person or virtual) to effectively engage. Most importantly, the IC team will be chiefly in charge of preparing the project's most widely viewed communications activities, namely the project website and newsletter.

Deputy Project Manager/Training Specialist (IW:LEARN Technical Advisor) (for Training/Twinning)

The person-to-person knowledge coordinator has the responsibility to focus on the scheduling, planning and execution of those knowledge activities that require emphasis on face-to-face meetings, dialogues, project twinings, or follow-up contact in order to ensure that objectives are addressed within the timelines associated with the Results Framework. IWL3 proved its ability to successfully measure the outcomes of its professional engagements through follow-up surveys. The TA should also coordinate the execution of these surveys, with the assistance of the PM and PCU, to ensure that its stakeholders continue to have an avenue for feedback to improve knowledge content and services and to extract potentially useful knowledge that can be transformed or shared directly with other IWL stakeholders. In addition, the TA will have specific responsibility to communicate with stakeholders to market existing events.

Administrative/Finance Officer

Within the PCU a dedicated Administrative/Finance Officer should have the responsibility to support the PCU staff by removing the burden of administrative activities and transaction costs. The AFO will help the PCU by handling procurement needs for communications materials. More than that however, the AFO will also contribute to content and design and development of materials.

Project Partners

All project partners form a critical component of the Knowledge Management Strategy. The PCU needs the support of partners to raise awareness of the GEF IW:LEARN project and its activities and mission. The project partners also can help promote the projects outputs with their own networks and broader stakeholder sets.

5.3 Comparative Advantage of the GEF implementing agencies

UNDP has successfully led the implementation of the IW:LEARN project since IW:LEARN's inception in 1998. UNDP has established itself as one of the leading international organizations supporting the improved governance of transboundary water bodies. As a GEF implementing agency, UNDP offers countries specialized technical services in relation to waters and oceans. UNDP manages portfolios on integrated water resources management; multi-country management of transboundary rivers, lakes and aquifers; multi-country LME management; and climate change adaptation. UNDP-GEF projects in the IW focal area aim to achieve a comprehensive, ecosystem-based approach to the sustainable management of international waters and to address both development and ecological needs at global, regional, national and local levels (i.e., GEF Small Grants Programme). In terms of implementing GEF IW projects, UNDP has consistently delivered results through a broad range of international transboundary water interventions including the high-level adoption of 17 SAPs (eight in LMEs), eight of which are currently being implemented. UNDP also implements several non-GEF funded programmes including UNDP CapNET, the UNDP Water Governance Facility at the Stockholm International Water Institute, UNDP Water and Ocean Governance Programme and MDG GoAL WaSH Programme. UNDP also works extensively with the private sector through such signature programs as the Coca Cola Every Drop Matters Partnership and is planning on a new GEF IW initiative, partnering with the UN Global Compact's CEP Water Mandate. UNDP has other strong comparative advantages. For example, UNDP has supported significant works on guiding gender mainstreaming. Organizations that work with UNDP draw on a number of strengths and opportunities: UNDP has an existing mandate on governance and capacity development and is a world leader in the field; UNDP has a mandate to convene and coordinate and plays a leading role in coordination in the UN; UNDP is a trusted, impartial, long-term facilitator and development partner at local, country, regional and global levels, which is critical to the challenges of this particular project; UNDP has high-level access to national development planning processes; UNDP is not limited to a certain water/ocean sub-theme or target group and applies an integrated human-rights-based and mainstreaming approach to addressing transboundary water and ocean issues and advancing the management of water resources, water supply and sanitation, and water-related climate change adaptation.

Consistent with its mandate to keep the state of the global environment under review, and to promote scientific assessments of current and emerging issues for policy and decision making purposes, UNEP's comparative advantage lies in knowledge management, science-to-policy linkages, ecosystems management and capacity building. UNEP's overall mission is to provide leadership and encourage partnership in caring for the environment by inspiring, informing and enabling nations and peoples to improve their quality of life without compromising that of future generations. This includes providing the world community with improved access to credible environmental data and information and helping increase the capacity of governments to use environmental information for decision-making and action-planning for sustainable human development, for example through its knowledge management platform UNEP Live and the National Reporting System (NRs). GRID is a key centre of geo-spatial know-how, with strengths in GIS, IP/remote sensing and statistical analyses, integrated through modern spatial data infrastructures and web applications. Working at the interface between scientific information and policy/decision-making, GRID also helps to develop capacities in these fields of expertise among target audiences, countries and other groups. UNEP has also a strong record in fostering technical and institutional cooperation at multi-country level working closely with many partners and collaborating centres in all regions of the world, and has over time established functional networks for data, information, thematic and integrated assessments and capacity development. UNEP has long-implemented GEF IW:LEARN's information

management agenda, including the IW:LEARN.net website and subsidiary website toolkit. In addition, UNEP works to link science to policy by advancing knowledge to support environmental decision-making through scientific and technical analyses, including ecosystem-based international waters assessments, and is the implementing agency for several related learning projects on enhancing the use of science in GEF IW projects, developing tools for the management of floods and droughts, and for reducing nutrient enrichment and oxygen depletion from land based pollution, in support of Global Nutrient Cycle, developing methodologies for carbon accounting and ecosystem service valuation in Blue Forests, and a methodology for systemic transboundary waters assessments and implementing the global Transboundary Waters Assessment Programme (TWAP) to improve the knowledge base for the five water system categories. The assessments will provide much needed guidance to GEF and other international donors to improve the cost-effectiveness of their investments and to track their policy impacts, as well as further researching the global/regional N cycle and investigating / testing practices and management policies to reduce negative impacts of reactive nitrogen on the ecosystems.

5.4 Summary of the inputs to be provided by all partners

IW:LEARN involves a number of partners in both lead and supporting roles. In addition it is expected that all will contribute and support key activities (e.g. Component 2). The following Table summarises the convener (C) and supporting partner (S) for each sub-component.

Sub-Component	UNDP	UNEP	CI	GWP	ICPDR	IRF	IUCN	TNC	UNECE	UNESCO-IHP	UNIDO	UNU-INWEH	WWF
1.1 Visualization		C		S						S		S	
1.2 Website	S	C		S			S					S	
1.3 Dissemination		C				S				S			
1.4 Synthesis	S	C							S	S		S	
1.5 ICT Training		C											
2.1 Twinning	C				C 2.1.2 /S	S		S					
2.2 IWCs	C	S						S	S	S			S
2.3 Regional Dialogue	S			C				S					
2.4 Training	C				S	S		S	S		S		S

Sub-Component	UNDP	UNEP	CI	GWP	ICPDR	IRF	IUCN	TNC	UNECE	UNESCO-IHP	UNIDO	UNU-INWEH	WWF
2.5 Gender	S									C			C
2.6 Global Dialogue	C	S				S	S		S	S			
3.1.1 Service Centre							C						
3.1.2 Nexus				S			S		C				
3.1.3 Flows					S			C					S
3.1.4 Benefit				S			C		S				
3.1.5 Climate				S					C				
3.1.6 Transboundary				S	C	S	S		S				
3.2 Groundwater									S	C			
3.3 Source to Sea	S	S	C										
3.4 Private				S	S	S		S			S		C
4.1 Valuation			S				S		S		C		S
4.2 SAP Implementation	C												
4.3 Online Course	C	S		S					S				S

5.5 Audit arrangements

The Audit will be conducted in accordance with the established UNDP procedures set out in the Programming and Finance manuals by the legally recognized auditor.

5.6 Communications and visibility requirements

Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed

at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: http://www.thegef.org/gef/GEF_logo. The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.

Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

6 MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following M&E activities. The M&E budget is provided in the table below.

Project start:

A Project Inception Workshop will be held within the first 2 months of project start involving the GEF Agencies, partners and relevant GEF IW Stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

The Inception Workshop will address a number of key issues including:

- Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of all stakeholders vis à vis the project team will be discussed, together with the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
- Based on the project results framework and the GEF IW Tracking Tool, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
- Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- Discuss financial reporting procedures and obligations, and arrangements for annual audit.
- Plan and schedule Project Steering Committee (PSC) meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first PSC meeting will be held within the first 12 months following the inception workshop.

An Inception Workshop report is a key reference document and will be prepared and shared with participants to formalize various agreements and plans decided during the meeting. All progress reports will be provided to IAs (UNDP and UNEP) and EAs (UNESCO-IOC and GRID-Arendal).

Quarterly:

- Progress made will be monitored in the UNDP Enhanced Results Based Management Platform.
- Based on the initial risk analysis submitted, the risk log will be regularly updated in ATLAS. Risks become critical when the impact and probability are high.
- Based on the information recorded in Atlas, a Project Progress Reports (PPR) will be generated in the Executive Snapshot.
- Other ATLAS logs will be used to monitor issues, lessons learned etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

Annually:

- Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (1 July to 30 June). The APR/PIR combines UNDP, UNEP and GEF reporting requirements.

The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lesson learned/good practice.
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators (i.e. GEF IW Focal Area tracking tools) used by the IW Focal Areas on an annual basis .

Mid-term of project cycle:

The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (anticipated in Q4 2017). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organisation, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared based on guidance from UNDP-GEF and UNEP Task Manager. In addition both UNDP and UNEP Evaluation Offices will be consulted. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the [UNDP Evaluation Office Evaluation Resource Centre \(ERC\)](#).

End of Project:

An independent Final Evaluation will take place three months prior to the final PSC meeting and will be undertaken in accordance with UNDP, UNEP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by

the UNESCO based on guidance from UNDP-GEF and UNEP Task Manager. In addition both UNDP and UNEP Evaluation Offices will be consulted.

The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Centre \(ERC\)](#).

During the last three months, the project team will prepare the [Project Terminal Report](#). This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Learning and knowledge sharing:

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

M&E workplan and budget

The project M&E plan is consistent with the GEF Monitoring and Evaluation policy. The Project Results Framework presented in Section 3 includes SMART indicators for each expected outcome as well as mid-term and end-of-project targets. These indicators along with the key deliverables (outputs) and benchmarks included in Section 2.5.1 will be the main tools for assessing project implementation progress and whether project results are being achieved. The means of verification and the costs associated with obtaining the information to track the indicators are summarized in below.

The M&E plan will be reviewed and revised as necessary during the project inception workshop to ensure project stakeholders understand their roles and responsibilities. Indicators and their means of verification will be fine-tuned at the inception workshop. Day-to-day project monitoring is the responsibility of the PCU but other project partners will have responsibilities to collect specific information to track the indicators.

The project Steering Committee will receive periodic reports on progress and will make recommendations to UNDP and UNEP concerning the need to revise any aspects of the Results Framework or the M&E plan. Project oversight to ensure that the project meets GEF policies and procedures is the responsibility of UNDP RTA and UNEP Task Manager. The RTA/Task Manager will also review the quality of draft project outputs, provide feedback to the project partners, and establish peer review procedures to ensure adequate quality of scientific and technical outputs and publications. Any issues will be first discussed by UNDP and UNEP at the monthly Inter-Agency Forum teleconference or ad hoc meeting.

Project supervision will take an adaptive management approach. The PCU will develop a project supervision plan at the inception of the project which will be communicated to the project partners during the inception workshop. The emphasis of the RTA/Task Manager supervision will be on outcome monitoring but without neglecting project financial management and implementation

monitoring. Progress towards delivering the agreed project global environmental benefits will be assessed with the Steering Committee at agreed intervals. Project risks and assumptions will be regularly monitored both by project partners and UNDP. Risk assessment and rating is an integral part of the Project Implementation Review (PIR) and will be regularly updated in Atlas. The quality of project monitoring and evaluation will also be reviewed and rated as part of the PIR. Key financial parameters will be monitored quarterly to ensure cost-effective use of financial resources.

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> ▪ Project Manager ▪ UNDP GEF ▪ UNEP Task Manager 	Indicative cost: \$10,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> ▪ UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. ▪ UNEP Task Manager 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> ▪ Oversight by Project Manager ▪ Project team (PCU) 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
Project Steering Committee participation by IW Project Managers	<ul style="list-style-type: none"> ▪ Project Manager 	Indicative cost: \$18,000 USD (\$4500/annually)	SC meetings held once per year
ARR/PIR	<ul style="list-style-type: none"> ▪ Project manager and team (PCU) ▪ UNDP RTA ▪ UNEP Task Manager 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ Project manager and team (PCU) 	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP RTA ▪ UNEP Task Manager ▪ External Consultants (i.e. evaluation team) 	Indicative cost: \$20,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> ▪ Project manager and team (PCU), ▪ UNDP RTA ▪ UNEP Task Manager ▪ External Consultants (i.e. evaluation team) 	Indicative cost : \$20,000	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> ▪ Project manager and team (PCU) ▪ local consultant 	0	At least three months before the end of the project

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Audit	<ul style="list-style-type: none"> ▪ UNDP RTA ▪ UNEP ▪ Project manager and team (PCU) 	\$12,000 (\$3000/annually)	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP/UNEP staff and travel expenses		80,000 US\$	

7 LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof.

This project will be implemented by UNESCO-IOC (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

1. ANNEXES

Risk Analysis. Use the standard UNDP Atlas [Risk Log template](#). For UNDP GEF projects in particular, please outline the risk management measures including improving resilience to climate change that the project proposes to undertake.

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs³² (where the NGO is designated as the “executing entity”, letters of financial commitments, GEF OFP letter, GEF PIFs and other templates for all project types) should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached.

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following 10 clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph () above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

³² For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

8 ANNEX I – RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability Probability /Impact scale from 1 (low) to 5 (high)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	A key risk to this project is an operational one as it brings together several agencies and partners. This may increase the complexity of project implementation and hinder positive impacts	June 15	Operational	P = 3 I = 3	During the project preparation phase particular emphasis was given to the definition of partner and PCU roles and responsibilities, as well as accountability for results and joint management	IAS PCU	June 15, PPG team	June 15	Open
2	Not all GEF IW projects are willing to engage in various types of portfolio learning activities or expose weaknesses in project implementation to external scrutiny.	June 15	Operational	P = 2 I = 3	Project stakeholders are expressly encouraged to utilize GEF IW:LEARN services at all levels of implementation and execution. The PPG phase was utilized to identify a critical mass of committed projects that are systematically linked and would be accessing capacity-building services during implementation. The project will work with Agencies to ensure that lessons are shared in a professional manner.	IAS Partners PCU	June 15, PPG team	June 15	Open
3	IW projects fail to respond in a	June 15	Operational	P = 3	IWL partners and GEF Agencies to	IAS Partner	June 15, PPG	June 15	Open

#	Description	Date Identified	Type	Impact & Probability Probability /Impact scale from 1 (low) to 5 (high)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	timely manner to IWL requests or to develop websites compliant with IWL guidelines			I = 2	actively encourage: IWL project participation; provide data; develop websites; utilise visualisation tool; deliver experience notes, etc.	s PCU	team		
4	New projects are not aware of IW:LEARN, have sufficient time to participate or know how to sufficiently engage its services and provide experiences to peers (via CoP participation, IWC engagement and information syndication)	June 15	Operational	P = 2 I = 3	The project will effectively market its basic service line to the portfolio throughout implementation but especially during the PPG phase. Moreover, during the PPG phase a project communications strategy has been codified for the first time, articulating specific actions the PCU will take.	IAs Partners PCU	June 15, PPG team	June 15	Open
5	With a global spread of constituents, the IW:LEARN website and portfolio services (face-to-face capacity-building as well as programmatic tools) cannot be relied upon to automatically “pull” beneficiaries. There may be a	June 15	Operational	P = 2 I = 2	The project will make an investment in direct interaction with beneficiaries. Constituents need to be engaged to the extent possible to create a sense of ownership.	IAs Partners PCU	June 15, PPG team	June 15	Open

#	Description	Date Identified	Type	Impact & Probability Probability /Impact scale from 1 (low) to 5 (high)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	need to “push” (as the previous IW:LEARN team did with direct project interaction).								

9 ANNEX II – PROJECT COORDINATION UNIT TERMS OF REFERENCE

9.1 Project Manager

BACKGROUND

The Global Environment Facility (GEF)

The Global Environment Facility (GEF) (www.thegef.org) unites 183 member governments—in partnership with international institutions, non-governmental organizations and the private sector—to address global environment issues. An independently operating financial organization, the GEF provides grants for projects related to biodiversity, climate change, international waters, land degradation, the ozone layer and persistent organic pollutants. Since 1991, the GEF has provided US\$12.5 billion in grants and leveraged US\$58 billion in co-financing for 3,690 projects in 165 developing countries. Through its Small Grants Programme (SGP) the GEF has made more than 20,000 grants totalling about US\$1 billion to civil society and community-based organizations.

The GEF International Waters (IW) focal area targets transboundary water systems, such as shared river basins, lakes, groundwater and large marine ecosystems. The IW portfolio comprises 242 projects to date and some US\$1.4 billion of GEF grants invested in 149 different countries. This investment has leveraged about US\$8.4 billion in co-financing.

GEF IW:LEARN (International Waters Learning Exchange and Resource Network)

Such investments to protect the global environment leverage many invaluable experiences, lessons learned and recommendations for current and future GEF IW projects. The IW focal area has handled knowledge management with the help of a series of global projects titled, “International Waters Learning Exchange and Resources Network”, or IW:LEARN.

IW:LEARN operates as a central hub of information and knowledge sharing and delivers a host of programmatic initiatives for the benefit of the GEF IW portfolio of projects. In pursuit of its global and regional objectives, IW:LEARN seeks to strengthen global portfolio experience sharing and learning, dialogue facilitation, targeted knowledge sharing and replication in order to enhance the efficiency and effectiveness of GEF IW projects to deliver tangible results in partnership with other IW initiatives.

More information about GEF IW:LEARN is available at www.iwlearn.net/abt_iwlearn.

The fourth IW:LEARN project (IW:LEARN4) will begin its implementation phase in 2015.

The scope of IW:LEARN4 lies in a continued demand for:

(1) Assisting projects in acquiring relevant knowledge related to transboundary waters management in order to improve future project design;

- (2) Enhancing the understanding and application of GEF IW experiences across the IW portfolio to produce better quality project results;
- (3) Facilitating the replication and scaling up of good practices in transboundary waters management, resulting in lower costs and improved capacity to address transboundary concerns; and
- (4) Ensuring that insights generated through project interventions are shared and add value to the IW portfolio and beyond.

IW:LEARN4 is divided into four components:

- (1) Support the harvesting, dissemination and replication of portfolio & partner results, data and experience;
- (2) Share knowledge across projects and partners (through dialogue processes and face-to-face capacity building) to advance transboundary water management;
- (3) Expand global freshwater Communities of Practice, to advance conjunctive management of surface, ground and marine waters and partner with new enterprises on initiatives to better manage international waters;
- (4) Launch programmatic tools to improve portfolio performance and sustain project interventions.

To support the implementation of IW:LEARN4 and ensure its timely delivery, the UNDP is recruiting a Project Manager (PM), whom will report to the project's Implementing and Executing Agencies and Project Steering Committee, and will manage the project on a day-to-day basis on behalf of the project partners.

DESCRIPTION AND RESPONSIBILITIES

In order to fulfil the duties of the position, the PM will:

- Lead and manage the day-to-day implementation of IW:LEARN4's work plan, control and manage the project budget, and ensure the achievement of project output targets based on the Project Document;
- Prepare and update project work plans in collaboration with the Project Steering Committee. The work plan will provide guidance and authority on the day-to-day implementation of the Project Document and on the integration of the various co-financed partner initiatives; consult with, and coordinate closely with, the project Steering Committee, Inter-Agency Forum, senior representatives of partner agencies as well as the respective GEF IW project officers in all regions;
- Maintain the project's overall integrity, coherence and quality of services to the GEF International Waters project portfolio;

- Manage and be aided by a Programme Coordination Unit, composed of at least 4 team members, including a Deputy Project Manager/Training Specialist and an Administration/Travel Coordinator. The PCU will also include members funded via the UNEP-implemented part of the project and focused on information coordination and communications. The PM will provide overall supervision for all staff in the Programme Coordination Unit; Liaise accordingly with the project manager/Chief Technical Advisor of the Global LME Governance project (UNDP-GEF), which will form part of a joint project coordination unit.;
- Ensure consistency between the various project elements and related activities provided or funded by other donor organizations;
- Coordinate the selection and recruitment of project personnel;
- Develop Terms of References (in consultation with the Project Steering Committee) for the hiring of consultants and sub-contractors and will supervise and coordinate the work of consultants and sub-contractors;
- Following UN rules and procedures, manage all other procurements/tenders under the project and, approve operational expenditure for equipment and travel;
- Develop agendas for and facilitate regular Project Steering Committee meetings;
- Organize and supervise all reporting activities to the GEF Agencies (UNDP and UNEP), Executing Agencies and Project Steering Committee, ensuring adherence to GEF Agency administrative, financial and technical reporting requirements; and
- Organize and coordinate a mid-term and final evaluation of the project.
- Support the implementation of the project communications strategy by closely monitoring agency, partner and IW portfolio project websites for content (including inter alia, experiences, results, data, guidance, events, funding opportunities) to share bilaterally or multilaterally with the IW portfolio; Supervise the UNEP-implemented PCU members (information co-ordination team) on information dissemination and synthesis materials
- Promote the IW portfolio and support the harvesting, standardization, dissemination and replication of portfolio results, lessons and best practices. Serve as the project's knowledge broker to the GEF IW community, in part by:
 - Producing final workshop and conference reports;

COMPETENCIES

- Demonstrated experience in support to local, national and international organizations, including support to non-profits and NGOs;

- Experience/familiarity with international projects in water and/or environment, or, ideally, work experience in GEF International Waters recipient countries and/or with donors or related NGOs;
- Familiarity with UN and GEF rules and procedures is an asset
- Demonstrated capacity in implementing knowledge sharing strategies and plans;
- Excellent coordination and facilitation skills;
- Excellent analytical, reporting, writing, editing, and oral communication skills in English;
- High attention to detail and ability to work under tight deadlines;
- Building and promoting effective teams;
- Creating and promoting enabling environment for open communication;
- Fair and transparent decision-making and calculated risk-taking;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Promotes the vision, mission, and strategic goals of UNDP/UNEP; and
- Proficient in an additional official UN language is an asset.

QUALIFICATIONS

- More than seven years of experience in project management of complex projects in multiple countries; and information and knowledge management, including planning, design, preparation and delivery of knowledge management strategies and services;
- Advanced degree in environmental management or science, international relations, information management, communications, economics, development studies or related fields, or equivalent demonstrated experience;
- Experience in capacity-development and/or knowledge management, including planning, design, preparation and delivery of capacity-development programs or activities, experience with application of knowledge management approaches and services, in particular with the synthesis of lessons-learned and their dissemination.

BACKGROUND

The Global Environment Facility (GEF)

The Global Environment Facility (GEF) (www.thegef.org) unites 183 member governments—in partnership with international institutions, non-governmental organizations and the private sector—to address global environment issues. An independently operating financial organization, the GEF provides grants for projects related to biodiversity, climate change, international waters, land degradation, the ozone layer and persistent organic pollutants. Since 1991, the GEF has provided US\$12.5 billion in grants and leveraged US\$58 billion in co-financing for 3,690 projects in 165 developing countries. Through its Small Grants Programme (SGP) the GEF has made more than 20,000 grants totalling about US\$1 billion to civil society and community-based organizations.

The GEF International Waters (IW) focal area targets transboundary water systems, such as shared river basins, lakes, groundwater and large marine ecosystems. The IW portfolio comprises 242 projects to date and some US\$1.4 billion of GEF grants invested in 149 different countries. This investment has leveraged about US\$8.4 billion in co-financing.

GEF IW:LEARN (International Waters Learning Exchange and Resource Network)

Such investments to protect the global environment leverage many invaluable experiences, lessons learned and recommendations for current and future GEF IW projects. The IW focal area has handled knowledge management with the help of a series of global projects titled, “International Waters Learning Exchange and Resources Network”, or IW:LEARN.

IW:LEARN operates as a central hub of information and knowledge sharing and delivers a host of programmatic initiatives for the benefit of the GEF IW portfolio of projects. In pursuit of its global and regional objectives, IW:LEARN seeks to strengthen global portfolio experience sharing and learning, dialogue facilitation, targeted knowledge sharing and replication in order to enhance the efficiency and effectiveness of GEF IW projects to deliver tangible results in partnership with other IW initiatives.

More information about GEF IW:LEARN is available at www.iwlearn.net/abt_iwlearn.

The fourth IW:LEARN project (IW:LEARN4) will begin its implementation phase in 2015.

The scope of IW:LEARN4 lies in a continued demand for:

- (1) Assisting projects in acquiring relevant knowledge related to transboundary waters management in order to improve future project design;
- (2) Enhancing the understanding and application of GEF IW experiences across the IW portfolio to produce better quality project results;
- (3) Facilitating the replication and scaling up of good practices in transboundary waters management, resulting in lower costs and improved capacity to address transboundary concerns; and

(4) Ensuring that insights generated through project interventions are shared and add value to the IW portfolio and beyond.

IW:LEARN4 is divided into four components:

(1) Support the harvesting, dissemination and replication of portfolio & partner results, data and experience;

(2) Share knowledge across projects and partners (through dialogue processes and face-to-face capacity building) to advance transboundary water management;

(3) Expand global freshwater Communities of Practice, to advance conjunctive management of surface, ground and marine waters and partner with new enterprises on initiatives to better manage international waters;

(4) Launch programmatic tools to improve portfolio performance and sustain project interventions.

To support the implementation of IW:LEARN4 and ensure its timely delivery, the UNDP is recruiting a Deputy Project Manager and Training Coordinator (DPMTC), whom will report to the IW:LEARN4 Project Manager.

DESCRIPTION AND RESPONSIBILITIES

In order to fulfil the duties of the position, the DPMTC will:

- Support the Project Manager in the day-to-day implementation of IW:LEARN4's work plan and budget based on the Project Documents;
- Assist the PM where required and deputize for him/her by supervising /approving activities where needed
- Ensure that the project outputs are delivered as identified in the Project Document as and as advised / instructed by the Project Steering Committee;
- Apply his/her expertise in water management, GEF IW Projects, ICT, structured learning and project management to maintain the project's overall integrity and coherence;
- Assist the Project Manager to prepare and update project work plans and budgets in collaboration with the Project Steering Committee and the Implementing and Executing Agencies. The work plan will provide guidance on the day-to-day implementation of the Project Documents and on the integration of the various co-financed partner initiatives;
- Serve as the coordinator for project twinning, workshop and global dialogue activities (together with the admin/finance officer and project partners), where appropriate, by:

- (1) Establish detailed work plans, with clear tasks, deliverables and timelines
 - (1) Maintaining participant databases and registrations;
 - (2) Preparing and sending logistical communications to participants; answering information queries; keeping event websites current and producing and distributing event promotional materials to appropriate audiences;
 - (3) Liaising with event venues on event requirements, arrangements, equipment etc;
 - (4) Assisting the Project Manager with event procurement negotiations;
 - (5) Working with the admin/finance office to arrange travel as necessary;
 - (6) Ensuring venues are in compliance with all contractual arrangements;
 - (7) Preparing official communications with host countries and agencies, and issuing official letters. Liaising with host countries and agencies regarding event logistics and implementation;
 - (8) Setting VIP programmes, special events and technical site visits, where appropriate;
 - (9) Formulating meeting agendas, calling meetings and keeping minutes for all project event committees;
 - (10) Monitoring and reporting to the Project Manager and project event committees on progress against agreed event milestones;
 - (11) Securing event sponsorship and liaising with media, where appropriate;
 - (12) Preparing project conference and workshop agendas and inputs in collaboration with respective partners and event committees. Preparing event scripts;
 - (13) Liaising with and guiding lead session coordinators, setting out objectives and expected outcomes of event sessions/plenaries/roundtables/seminars etc;
 - (14) Preparing thank you letters to host countries, agencies, speakers, presenters, participants and others, as necessary; and
 - (15) Preparing post-event content and evaluation reports and compiling event presentations and other knowledge content to the project website;
 - (16) Following up with event participants six months and one year afterwards to monitor implementation of agreed follow-up actions
- Supporting project knowledge management and communications efforts, in part by:
 - Working with the project technical team to manage the project's content repository, such as GEF project documents and archives.
 - (Working with the project's technical support team to improve the project's website to make it more dynamic, navigable, searchable and intuitive, and ensuring information is easily accessible. Ensuring website content is current and timely;
 - Providing programmatic support to the technical support team in conducting information and communication training to GEF projects;

- Coordinate project twinning, workshop, conference and dialogue activities with the LME Governance learning project.

COMPETENCIES

- Demonstrated experience in support to local, national and international organizations, including support to non-profits and NGOs;
- Familiarity with or, ideally, work experience in GEF International Waters recipient countries and/or with donors or related NGOs;
- Demonstrated capacity in implementing knowledge sharing strategies and plans;
- Excellent coordination and facilitation skills;
- Excellent analytical, reporting, writing, editing, and oral communication skills in English;
- High attention to detail and ability to work under tight deadlines;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Promotes the vision, mission, and strategic goals of UNDP/UNEP;
- Familiarity with UNDP, UNEP and GEF rules and procedures is an advantage; and
- Proficient in an additional official UN language is an asset.

QUALIFICATIONS

- More than four years of experience in project management, information and knowledge management, including planning, design, preparation and delivery of knowledge management strategies and services;
- Advanced degree in environmental management or science, international relations, information management, communications, economics, development studies or related fields, or equivalent demonstrated experience;
- Experience in capacity-development and/or knowledge management, including planning, design, preparation and delivery of capacity-development programs or activities, experience with application of knowledge management approaches and services, in particular with the synthesis of lessons-learned and their dissemination.

9.3 Information Co-ordination Team

BACKGROUND

The Global Environment Facility (GEF)

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IW:LEARN operates as a central hub of information and knowledge sharing and delivers a host of programmatic initiatives for the benefit of the GEF IW portfolio of projects. In pursuit of its global and regional objectives, IW:LEARN seeks to strengthen global portfolio experience sharing and learning, dialogue facilitation, targeted knowledge sharing and replication in order to enhance the efficiency and effectiveness of GEF IW projects to deliver tangible results in partnership with other IW initiatives.

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The scope of IW:LEARN4 lies in a continued demand for:

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- (3) Facilitating the replication and scaling up of good practices in transboundary waters management, resulting in lower costs and improved capacity to address transboundary concerns; and

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IW:LEARN4 is divided into four components:

(1) Support the harvesting, dissemination and replication of portfolio & partner results, data and experience;

(2) Share knowledge across projects and partners (through dialogue processes and face-to-face capacity building) to advance transboundary water management;

(3) Expand global freshwater Communities of Practice, to advance conjunctive management of surface, ground and marine waters and partner with new enterprises on initiatives to better manage international waters;

(4) Launch programmatic tools to improve portfolio performance and sustain project interventions.

To support the implementation of IW:LEARN4 services and ensure their timely delivery, the UNEP is recruiting an Information co-ordination team, whom will report to the IW:LEARN4 Project Manager. The team will comprise of a part-time experts who will fulfil the varied functions as required by the Project Manager.

DESCRIPTION AND RESPONSIBILITIES

In order to fulfil the duties of the position, the Information co-ordination team will specifically be responsible for Component 1 and will:

- Support the Project Manager in the day-to-day implementation of IW:LEARN4's work plan and budget based on the Project Documents.
- Manage and co-ordinate all elements of Component 1 as presented in the Project Document under the direction of the Project Manager, including support to IW portfolio projects requests for assistance;
- Be responsible for financial and technical reporting associated with Component 1 and contribute to reports prepared by the PCU for IAs, EAs and the GEF;
- Apply his/her skillset to maintain the project's overall integrity and coherence.
- Support other members of the Project Coordinating Unit to ensure project outputs are achieved as identified in the Project Documents and as advised and instructed by the Project Manager. Such support would particularly focus on assisting the Project Manager and Deputy Project manager with the production of project outreach and marketing materials.

COMPETENCIES

- Demonstrated experience information systems developed and operated by GEF IW:LEARN (web, visualisation, etc.)
- Experience and providing support to projects, local, national and international organizations, including support to non-for-profit organisations and NGOs;

- Familiarity with or, ideally, work experience in GEF International Waters recipient countries and/or with donors or related NGOs; and/or financial and administrative management with an international funded multinational project;
- Excellent coordination and negotiation skills;
- Excellent analytical, reporting, writing, editing, and oral communication skills in English;
- Demonstrated ability to conceptualize, analyze, compile and synthesize information in coherent and succinct formats;
- Demonstrated proficiency in use of office equipment with computer literacy in Microsoft Office;
- Experience of operating complex information systems;
- Ability and experience to respond to IW project requests for information or assistance on IW:LEARN IT matters in a timely manner
- High attention to detail and ability to work under tight deadlines;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Promotes the vision, mission, and strategic goals of UNEP/UNDP; and
- Proficient in an additional official UN language is an asset.

QUALIFICATIONS

- An advanced degree in information management, GIS, web-based systems, etc. ;
- Experience in knowledge management.

9.4 Administrative and Finance Officer

BACKGROUND

The Global Environment Facility (GEF)

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- (3) Facilitating the replication and scaling up of good practices in transboundary waters management, resulting in lower costs and improved capacity to address transboundary concerns; and
- (4) Ensuring that insights generated through project interventions are shared and add value to the IW portfolio and beyond.

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- (1) Support the harvesting, dissemination and replication of portfolio & partner results, data and experience;
- (2) Share knowledge across projects and partners (through dialogue processes and face-to-face capacity building) to advance transboundary water management;
- (3) Expand global freshwater Communities of Practice, to advance conjunctive management of surface, ground and marine waters and partner with new enterprises on initiatives to better manage international waters;
- (4) Launch programmatic tools to improve portfolio performance and sustain project interventions.

To support the implementation of IW:LEARN4 services and ensure their timely delivery, the UNDP is recruiting an Administrative and Finance Coordinator (AFC), whom will report to the IW:LEARN4 Project Manager.

DESCRIPTION AND RESPONSIBILITIES

In order to fulfil the duties of the position, the AFC will:

- Support the Project Manager in the day-to-day implementation of IW:LEARN4's work plan and budget based on the Project Documents.
- Apply his/her skillset to maintain the project's overall integrity and coherence.
- Handle all administrative (contractual, organizational and logistical) and all accounting (disbursements, record-keeping, cash management) matters under the project, by:
 - (1) Organizing control of budget expenditures by preparing payment documents and compiling financial annual reports. Ensuring full compliance of financial processes and financial records with UNDP and Executing Agency rules, regulations, policies and strategies as well as with project specific requirements (as communicated with the PM);
 - (2) Organizing and coordinating the procurement of services and goods under the project, with the Project Manager/Deputy Project Manager;
 - (3) Ensuring all project financial activities are carried out on schedule and activities are within budget, with the Project Manager. Review contract deliverables and payment schedules for all Partners and contractors and notify them and the PM of any upcoming or past deadlines for invoices, etc. Preparing budget revisions with the Project Manager and Project Steering Committee;
 - (4) Coordinating project and event participant mission travel: air other transportation reservations and ticket acquisition; baggage; accommodations; Daily Subsistence Allowance (DSA); Visa support; and any other logistical issues that may arise;
 - (5) Managing all project shipping matters, including liaising with appropriate channels, national governments and agencies on custom and duty charges;
 - (6) Ensuring project tender selection of suppliers of services/goods is in accordance with UNDP requirements and procedures;
 - (7) Ensuring the project utilizes available financial resources in an efficient and transparent manner, with the Project Manager;
 - (8) Acting on telephone inquiries, fax, post and e-mail transmissions, and coordinating appointments, where necessary;
 - (9) Support the Project Manager in monitoring the progress of the project activities (including through regular update of a project shadow budget mapped from executing agency budget codes), and in ensuring compliance with applicable procedures;
 - (10) Present budget reporting to the Project Steering Committee, as instructed by the Project Manager;

(11) Monitor co-finance contributions from partner institutions

- Support other members of the Project Coordinating Unit to ensure project outputs are achieved as identified in the UNDP Project Documents and as advised and instructed by the Project Manager. Such support would particularly focus on assisting the Project Manager and Deputy Project manager with the production of project outreach and marketing materials.

COMPETENCIES

- Demonstrated experience in financial/administrative support to local, national and international organizations, including support to non-for-profit organisations and NGOs;
- Familiarity with or, ideally, work experience in GEF International Waters recipient countries and/or with donors or related NGOs; and/or financial and administrative management with an international funded multinational project;
- Excellent coordination and negotiation skills;
- Excellent analytical, reporting, writing, editing, and oral communication skills in English;
- Demonstrated ability to conceptualize, analyze, compile and synthesize information in coherent and succinct formats;
- Demonstrated proficiency in use of office equipment with computer literacy in Microsoft Office, experience in financial management systems;
- High attention to detail and ability to work under tight deadlines;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Promotes the vision, mission, and strategic goals of UNDP; and
- Proficient in an additional official UN language is an asset.

QUALIFICATIONS

- At least three years of relevant work experience in administrative and financial support of office operating within international or foreign projects or organizations;
- Degree in business administration, finance, communications or equivalent demonstrated experience.

- An accredited general accounting designation is an asset.