



Distr. LIMITED

UNEP (DEPI)/CAR IG.43/INF.4
09 June 2021

Original: ENGLISH

Fifth Meeting of the Contracting Parties (CoP) to
the Protocol Concerning Pollution from Land-
Based Sources and Activities (LBS) in the Wider
Caribbean

Virtual, 26th July 2021

GEF IW:LEARN 5:

**Supporting Portfolio Coordination Within and Beyond the International
Waters Focal Area, particularly in Small Island Developing States, Through
Knowledge Sharing, Information Management, Partnership Building and
Programmatic Guidance Services**

For reasons of economy and the environment, Delegates are kindly requested to bring their copies of the Working and Information documents to the Meeting, and not to request additional copies.



United Nations Development Program

PROJECT DOCUMENT

Project title: GEF IW:LEARN 5: Supporting Portfolio Coordination Within and Beyond the International Waters Focal Area, particularly in Small Island Developing States, Through Knowledge Sharing, Information Management, Partnership Building and Programmatic Guidance Services		
Country(ies): Global	Implementing Partner (GEF Executing Entity): Executing Entity: IOC of UNESCO	Execution Modality: UN Agency Execution
Contributing Outcome (UNDAF/CPD, RPD, GPD: N/A		
UNDP Social and Environmental Screening Category: Low	UNDP Gender Marker: 1	
Atlas Award ID: 00128380	Atlas Project/Output ID: 00122393	
UNDP-GEF PIMS ID number: 6438	GEF Project ID number: 10374	
LPAC meeting date: TBC		
Latest possible date to submit to GEF: 19 January 2021		
Latest possible CEO endorsement date: 19 December 2021		
Project duration date in months: 48		
Planned start date: 1 March 2021	Planned end date: 1 March 2025	
Expected date of Mid-Term Review: 1 March 2023	Expected date of Terminal Evaluation: 30 November 2024	

Brief project description: Over the last twenty years, 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. The new IW:LEARN phase will focus on proven approaches but also on a suite of new and innovative activities to facilitate the GEF IW Focal Area to prepare for and implement the GEF7 International Waters Strategy (and prepare for the 8th GEF Replenishment). It will be additionally extended to cater for the need of SIDS, in particular the priorities adopted by GEF: The Blue Economy, Integrated Resource Management from Ridge-to-Reef, Protected Areas, and Climate Resilience. The new IW:LEARN project will continue supporting the core mandate of the GEF International Waters Focal Area to support transboundary cooperation in shared marine and freshwater ecosystems and assist the project portfolio in achieving long term benefits. The project's proposed activities will help the portfolio to implement regionally endorsed SAP priorities, mainstream gender considerations, and stimulate private sector investment.

(1) FINANCING PLAN

GEF Trust Fund	USD 5,978,700
Confirmed cash co-financing to be administered by UNDP	USD
(1) Total Budget administered by UNDP	USD 5,978,700

(2) CONFIRMED CO-FINANCING

United Nations Development Programme (UNDP)	USD 4,755,000
United Nations Environment Programme (UNEP)	USD 1,378,000
Intergovernmental Oceanographic Commission (IOC) of UNESCO	USD 2,258,946
CAP-NET	USD 200,000
United Nations Economic Commission for Europe (UNECE)	USD 360,000
Inter-American Development Bank (IDB)	USD 485,000
UNEP Danish Hydraulics Institute (THI)	USD 50,000
International Union for the Conservation of Nature Global Marine and Polar Programme (IUCN GMPP)	USD 300,000

International Commission for the Protection of the Danube River (ICPDR)	USD 60,000	
The World Bank	USD 340,000	
Organisation of the American States (OAS)	USD 150,000	
The Nature Conservancy (TNC)	USD 53,150	
United Nations Conference on Trade and Development (UNCTAD)	USD 300,000	
GRID Arendal	USD 488,000	
REV Ocean	USD 1,550,000	
Intergovernmental Hydrological Programme (IHP) of UNESCO	USD 600,000	
World Wildlife Fund United States (WWF-US)	USD 115,000	
University of New South Wales (UNSW) Global Water Institute (GWI)	USD 1,250,000	
(3) Total confirmed co-financing	USD 14,693,096	
(4) Grand-Total Project Financing (1)+(2)	USD 20,671,796	
SIGNATURES:		
Signature: print name below	Agreed by UNESCO	Date/Month/Year: <i>within 25 days of GEF CEO endorsement</i>
Signature: print name below	Agreed by UNDP	Date/Month/Year: <i>within 25 days of GEF CEO endorsement</i>

Table of Contents

I.	DEVELOPMENT CHALLENGE	8
II.	STRATEGY.....	10
III.	RESULTS AND PARTNERSHIPS.....	15
IV.	PROJECT RESULTS FRAMEWORK	91
V.	MONITORING AND EVALUATION (M&E) PLAN	95
VI.	GOVERNANCE AND MANAGEMENT ARRANGEMENTS.....	98
VII.	FINANCIAL PLANNING AND MANAGEMENT	102
VIII.	TOTAL BUDGET AND WORK PLAN	105
IX.	LEGAL CONTEXT.....	110
X.	RISK MANAGEMENT	111
XI.	ANNEXES	114
	ANNEX 1: PROJECT MAP AND GEOSPATIAL COORDINATES OF PROJECT SITES.....	115
	ANNEX 2: MULTI YEAR WORK PLAN	116
	ANNEX 3: MONITORING PLAN	123
	ANNEX 4: UNDP SOCIAL AND ENVIRONMENTAL SCREENING PROCEDURE (SESP)	132
	ANNEX 5: UNDP RISK REGISTER	139
	ANNEX 6: OVERVIEW OF PROJECT STAFF AND TECHNICAL CONSULTANCIES	142
	ANNEX 7: STAKEHOLDER ENGAGEMENT PLAN	150
	ANNEX 8: GENDER ANALYSIS AND GENDER ACTION PLAN	157
	ANNEX 9: PROCUREMENT PLAN	161
	ANNEX 10: GEF CORE INDICATORS	168
	ANNEX 11: GEF 7 TAXONOMY	173
	ANNEX 12: CO-FINANCING LETTERS.....	180

LIST OF ACRONYMS

ABNJ	Area Beyond National Jurisdiction
AMCOW	The African Ministers' Council on Water
AOSIS	Alliance of Small Island States
API	Application Programme Interface
BBNJ	Biodiversity of Areas Beyond National Jurisdiction
BGR	German Federal Institute of Geosciences and Natural Resources
BPPS	UNDP Bureau for Policy and Programme Support
CAF	Development Bank of South America
Cap-Net	UNDP Capacity Development In Sustainable Water Management (Project)
CEO	Chief Executive Officer
CPRM	Geological Survey of Brazil
CoP	Community of Practice
DIM	data and Information Management
EA	Executing Agency
EN	Experience Note
EO	Earth Observation
ESA	European Space Agency
FAO	Food and Agriculture Organisation of the United Nations
GEF	Global Environment Facility
GPA	Global program of Action
GWP	The Global Water Partnership
IAEA	International Atomic Energy Agency
IBRD	International bank for Reconstruction and Development
IACG	Inter-Agency Consultative Group
ICPDR	International Commission for the Protection of the Danube River
ICM	Integrated Coastal Management
ICT	Information and Communication Technology
IDB	Inter-American Development Bank
IGRAC	International Groundwater Resources Assessment Centre
IIASA	International Institute for Applied Systems Analysis
IHP	International Hydrological Programme of UNESCO
IOC-UNESCO	Intergovernmental Oceanographic Commission of UNESCO
IODE	International Oceanographic and Data Information Exchange
IRH	Istanbul Regional Hub of UNDP
ISWEL	Integrated Solutions for Water, Energy and Land
IW	International Waters
IW:LEARN	International Waters: Learning Exchange and Resource Network
IWC	International Waters Conference
IWRM	Integrated Water Resource Management
LME:LEARN	Large Marine Ecosystems: Learning Exchange and Resource Network
KM	Knowledge Management
LAC	Latin America and the Caribbean
LME	Large Marine Ecosystem
LPAC	UNDP Local Project Appraisal Committee
MA	Methodological Approach

MAP	Mediterranean Action Plan
MENA	Middle East and North Africa
M&E	Monitoring and Evaluation
MSP	Marine Spatial Planning
MOOC	Massive Open Online Course
NBS	Nature Based Solutions
NGO	Non-Governmental Organisation
NOAA	US National Oceanic and Atmospheric Administration
OAS	Organisation of American State
OFP	Operational Focal Point
OSS	Sahel and Sahara Observatory
PCU	Project Coordination Unit
PEMSEA	Partnership for Environmental Management for the Seas of East Asia
PIF	Project Identification Form
PC	Project Coordinator
PPG	Project Preparation Grant
PSC	Project Steering Committee
QA	Quality Assurance
RBO	River Basin Organisation
RFMO	Regional Fisheries Management Organization
RN	Results Note
RTA	Regional Technical Advisor
SADC	Southern African Development Community
SAMOA	SIDS Accelerated Modalities of Action
SAP	Strategic Action Programme
SBAA	Standard Basic Assistance Agreement
SDG	Sustainable Development Goal
SEAFDEC	South East Asian Fisheries Development Center
SEE	South Eastern Europe
SESP	Social and Environmental Screening Procedure
SIWI	Stockholm International Water Institute
SPINCAM	Southeast Pacific Data and Information Network in Support of Integrated Coastal Area Management
SPREP	Secretariat of the Pacific Regional Environment Programme
TDA	Transboundary Diagnostic Analysis
TE	Terminal Evaluation
TNC	The Nature Conservancy
TWAP	Transboundary Waters Assessment Programme
UNCTAD	United Nations Conference on Trade and Development
UN DESA	United Nations Department of Economic and Social Affairs
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation
UNSW	University of New South Wales
USGS	United States Geological Service
WB	The World Bank

WWAP World water Assessment Programme of UNESCO
WWF-US World Wildlife Fund United States

I. DEVELOPMENT CHALLENGE

After 27 years of GEF investment, significant progress and results have been delivered by the IW focal area. Focusing on transboundary freshwater, the GEF, together with its implementing and executing partners, has made investments in at least 47 river basins, 15 lakes, and 13 aquifers. It has also invested in 23 large marine ecosystems. From those, at least 37 produced transboundary diagnostic analyses and at least 33 ministerially endorsed strategic action programs resulted, many now under implementation. In at least 24 basins, GEF supported existing or catalyzed creation of new joint management bodies (or transboundary commissions). Likewise, at least 15 new basin-wide frameworks resulted. This represents just a fraction of results from GEF investments, which also include significant reductions in agricultural, industrial and municipal wastewater, reduced stress on aquifers, marine protected areas, reduced fishing pressure, reduced invasive species risk, and other types of stress reduction. Most critically, the GEF has been catalytic in transforming water and ocean-related sectors, and the growth of numerous organizations at various scales active in transboundary water management.

The GEF-7 Programming Directions state that IW:LEARN is the GEF funded cross-agency and multi-actor platform of knowledge exchange and capacity building. This perspective enhances the need for IW:LEARN as a knowledge management project aimed at facilitating partnerships between a range of actors to stimulate conversation and capacity between, and beyond, GEF funded portfolio of projects.

GEF IW:LEARN has succeeded to increase knowledge management and sharing of experiences in the context of the IW portfolio. During the period of its existence, IW:LEARN has grown from an informal network of a few projects and agencies' 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.

IW:LEARN has produced a number of noteworthy results across multiple service lines that foster this community—from coordinating information management through the IW:LEARN website (www.iwlearn.net) and its applications to face-to-face events, including: 37 project twinnings involving 287 beneficiaries from 64 GEF IW projects; 31 training workshops on water management issues and 15 training workshops for building capacity on information and technology issues, with 956 participants representing 151 IW projects; ten regional transboundary dialogues in the Mediterranean and Central American regions; and nine Biennial International Waters Conferences, the signature learning event of the portfolio, bringing together over 1800 stakeholders over the years, averaging about 70 GEF IW projects from 80 countries at each conference. IW:LEARN portfolio programmatic support also includes guidance, publications and other knowledge products and media. IW:LEARN has produced a number of practical manuals and methodologies that have been utilized by IW practitioners (TDA/SAP Methodology; Public Private Partnerships Guidebook; Project Management Manual; Mainstreaming Climate Change Guidance; a series of seven Marine Toolkits). The IW practitioners have responded positively to this effort by participating in large numbers to several respective training courses and using them in developing water management strategies and plans, as well as marine spatial plans. Very often, these manuals have been used in an integrated manner. 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. Although IW:LEARN has been providing crucial input that has helped bridge knowledge management and learning gaps in IW investments, particularly at regional level, which sometimes made role of the respective governments less direct, there is still a need to continue towards such bridging.

There are still barriers to making the above actions more effective. They include: inadequate level of scientific knowledge as well as unsatisfactory degree of dissemination of scientific results; ineffective integration of scientific knowledge into decision-making and actions (inadequate science-to-policy integration); missing appropriate institutional arrangements; lack of adequate stakeholder participation; unsustainable financing, in particular because of lack of adequate participation of the business community in solving freshwater and marine resource management problems; and, finally, inadequate strategic planning and SIDS policy development at the global, regional, national and local levels. It is also worth mentioning that the “GEF 2020: Strategy for the GEF” (in further text: GEF 2020 Strategy) states that “GEF’s engagement with the private sector will be further strengthened. For compelling reasons, the private sector is a high priority in addressing global environmental challenges. The private sector dominates the socioeconomic sphere, and therefore limited public sector resources need to be used most effectively to redirect private sector activities toward environmentally sustainable approaches. Private enterprises, which are the dominant source of economic activity, must be encouraged to pursue commercially viable activities that also generate global environmental benefits.”

The COVID-19 pandemic that emerged in the middle of the IW:LEARN fifth phase project preparation process has posed a significant challenge because of the unknown temporal trajectory. This situation may cause disruption in the orderly implementation of the project and will require very strict implementation of adaptive management principles. The pandemic might pose risks during project execution to project staff and beneficiary stakeholders. However, it has reinforced the need and relevance for the project’s environmental mandate more than ever, in particular by increasing water, food and energy security for people by fostering healthy freshwater and marine ecosystems. The project will have to consider risks that COVID-19 poses for all of its aspects including availability of technical expertise and capacity including changes in the timelines; stakeholder engagement process, including the mobility of stakeholders; a wider enabling environment including the changing beneficiary government’s short- and medium-term priorities; financing repercussions; as well as consideration of possible future risks or similar crises. Finally, the project will also have to take in consideration eventual opportunities that COVID-19 crisis can provide, in particular positive changes that rationalization of some of the project activities, such as training, meetings, etc., might bring in the future.

II. STRATEGY

2.1 Project rationale

The need for a continued strengthening of knowledge management in the context of international waters still exists. 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. This has been at the heart of the GEF IW:LEARN activities over the years and will continue in the future as there is a constant need to strengthen and improve KM among the IW projects and a wider community of practice. 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.

Proven GEF IW:LEARN approaches but also a suite of new and innovative activities is proposed to facilitate the GEF International Waters Focal Area to prepare for and implement the GEF7 International Waters Strategy (and prepare for the 8th GEF Replenishment). IW:LEARN will refine approaches to its traditional “service line” covering a suite of face-to-face training, twinning and partnership building activities, as well as continued focus on information management in the portfolio. Following the impacts of the COVID 19 crisis, the IW:LEARN will adapt to new realities in term of executing capacity building activities, in a short term by replacing, wherever possible, “face-to-face events” with the virtual ones, and in a long-term, by reformulating the entire “service line” based on the positive experiences of the COVID 19 crisis. It will be additionally extended to cater for the need of SIDS, in particular the priorities adopted by GEF: The Blue Economy, Integrated Resource Management from Ridge-to-Reef, Protected Areas, and Climate Resilience.

GEF IW:LEARN will engage with partners both in the public sector and business community, building partnerships that can lead to new and innovative ways to manage the wealth of transboundary water management knowledge for the benefit of the IW community (composed of IW project coordinators and staff, government officials, local communities, transboundary commissions, non-governmental organizations, the GEF agencies and the business sector) and deliver on the requirements of the focal area strategy in the GEF7 Programmatic Directions as well as support the implementation of GEF8 (starting in 2022).

In particular, the new IW:LEARN project will continue supporting the core mandate of the GEF International Waters Focal Area to support transboundary cooperation in shared marine and freshwater ecosystems and assist the project portfolio in achieving long-term benefits. The project’s proposed activities will help the portfolio to implement regionally endorsed SAP priorities, mainstream gender considerations, and stimulate private sector investment. IW:LEARN’s outcome will contribute in particular to two of the three GEF7 IW objectives: (1) Strengthening Blue Economy opportunities, (2) Improve management in Areas Beyond National Jurisdiction and (3) Enhance water security in freshwater ecosystems. The proposed project will also assist the IW portfolio with contributing to the preparation of the 8th GEF Replenishment.

Specifically, the project will retain focus on its core objective, towards a more impactful GEF portfolio: facilitating replication of good practice across GEF International Waters projects. However, the IW:LEARN introduces a new thematic area a suite of activities related to the Small Island Developing States (SIDS). Its constituency will be not only the projects that are water-related but also projects and themes across all focal areas in Small Island Developing States, working in collaboration with development partners, supporting the delivery of trainings, information management, providing programmatic guidance and facilitating partnership building. It will leverage outcomes across the focal area, between focal areas especially in SIDS, and in focal area projects from source-to-sea which help the portfolio improve its performance, build partnerships, replicate its success, improve coordination and ultimately improve the management of transboundary ecosystems.

The project will seek to increase visibility and impacts of GEF interventions and move towards robust integrated management in a source to sea continuum, sharing of portfolio planning and management tools, best practices and solutions; enhancing networking and data sharing; continuing commitment to capacity building and expanding the partnership with the private sector.

The proposed project includes five interrelated and mutually supportive components:

1. Provide targeted knowledge sharing and results showcasing across projects and development partners (through face-to-face and, increasingly, online dialogue and training) to advance transboundary water management in all IW focal area ecosystems;
2. Support the communication and replication of portfolio results and experiences;
3. Deliver inter- and intra-regional coordination and knowledge management across focal areas in Small Island Developing States to improve portfolio performance;
4. Deliver support to surface freshwater, groundwater and large marine ecosystem subsets in support of portfolio strategic priorities; and
5. Mobilize public and private partnership to enhance long-term sustainability of project interventions

2.2 Main project design considerations

During its next phase, as earlier, IW:LEARN will continue to link 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 Sustainable Development Goals (SDGs), in particular SDG6 and SDG14.

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.

It will establish mechanisms for learning in the 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. But, in addition, being country-driven is a *conditio sine qua non* for a successful project implementation of all GEF projects, hence 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 projects 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, with a heightened focus in this stage on the SIDS. The project will also feature a scaled-up approach to fostering regional transboundary cooperation, which focuses on supporting dialogue between international organisations and bodies on transboundary water issues as a trust and confidence building activity. The proposed project will also have a focus on building capacity at the national level through SAP actions and regional workshops. The project will also contribute indirectly to help countries in achieving SDG6 and 14 and related SDGs' targets.

The project will also (through the training provided, workshops, exchanges, twinning 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.

2.3 Project objectives, outcomes and outputs/activities

The overall project's **objective** is to move towards a more impactful GEF portfolio through facilitating replication of good practice across GEF International Waters projects, including projects across all focal areas in Small Island Developing States; working in collaboration with development partners; supporting the delivery of training information management, providing programmatic guidance; and facilitating partnership building.

The IW:LEARN will during the next phase deliver the above objective through the accomplishment of seven Outcomes:

- **Outcome 1:** Enhanced portfolio and development partner capacity at the national, regional and global levels, and improved portfolio-wide project performance
- **Outcome 2:** Increased global awareness of GEF results and increased GEF partnerships beyond the portfolio
- **Outcome 3:** Increased experience sharing and replication of successes within and across the IW portfolio, as well as enhanced understanding beyond the portfolio
- **Outcome 4:** Enhanced global collaboration and communication among Small Island Developing States
- **Outcome 5:** Improved coordination of GEF projects and participating country counterparts in Small Island Developing States across all GEF focal areas and increased achievement of relevant

environmental performance targets by project participating countries of GEF IW project interventions

- **Outcome 6:** Improved management of transboundary freshwater and marine ecosystems
- **Outcome 7:** Enhanced number of partnerships and resources mobilized for the portfolio

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

- **Component 1:** Provide Targeted Knowledge Sharing and Results Showcasing Across Projects and Development Partners (Through Face-to-Face Dialogue and Training) to Advance Transboundary Water Management in All IW Focal Area Ecosystems
- **Component 2:** Support the Communication and Replication of Portfolio Results and Experiences
- **Component 3:** Deliver Intra and Inter-Regional Coordination and Knowledge Management Across Focal Areas in Small Island Developing States to Improve Portfolio Performance
- **Component 4:** Deliver Support to Surface Freshwater, Groundwater and Large Marine Ecosystem Subsets in Support of Portfolio Strategic Priorities
- **Component 5:** Mobilize Public and Private Partnership to Enhance Long-term Sustainability of Project Interventions

2.4 The Theory of Change: from outcomes to impacts

The essential logic of the Theory of Change developed for the IW:LEARN is taken to mean the process and product of developing an explicit account of how and why an **intervention** is expected to achieve its intended **outcomes** and impact **goal**, based on outlining a set of key **causal pathways** arising from the **outputs** of the intervention. Figure 1 explains that logic.

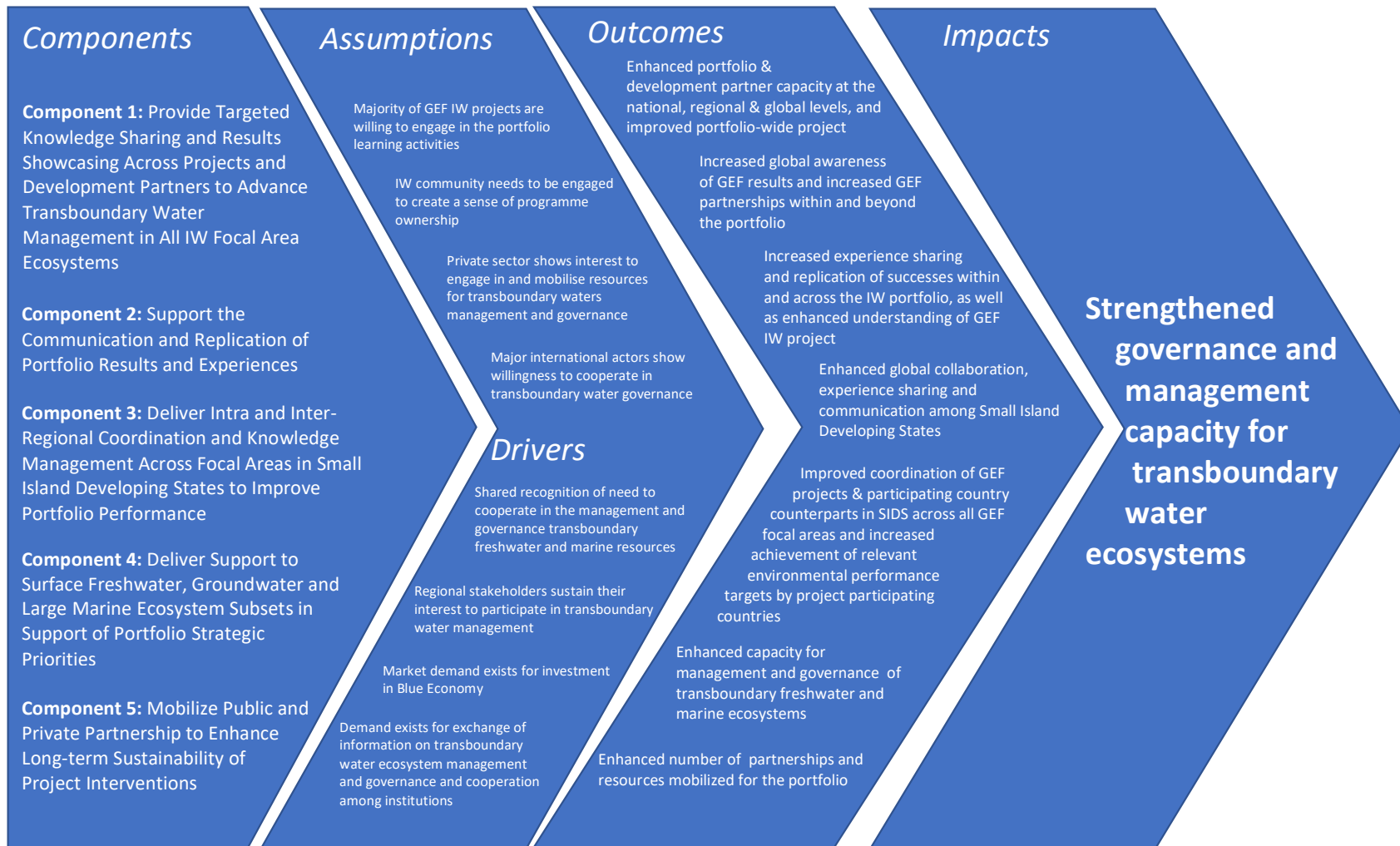


Figure 1: Theory of Change

III. RESULTS AND PARTNERSHIPS

3.1. Expected results

Component 1: Provide Targeted Knowledge Sharing and Results Showcasing Across Projects and Development Partners (Through Face-to-Face Dialogue and Training) to Advance Transboundary Water Management in All IW Focal Area Ecosystems

The project proposes to enhance portfolio capacity building at the local, regional and global levels, to establish effective portfolio-wide dialogue opportunities for south-to-south learning through a suite of programs and events and to increase awareness, scalability, replication and sustainability of GEF IW projects.

First, this component will feature the 10th and 11th GEF Biennial International Waters Conferences to share practical experience, apply evolving policies and procedures, address emerging priorities and improve overall project performance covering all water systems. Second, Component 2 will centre on regional and global training through a blended learning approach (online and face to face) on cross-cutting topics. Third, the project will facilitate iterative and ad-hoc twinning exchanges, covering iterative face-to-face learning missions between GEF IW projects and their selected partners (institutions with demonstrated excellence in water and ocean management). Finally, this component will facilitate the participation of the GEF International Waters Portfolio in key global and regional dialogue processes with GEF IW:LEARN as an organising partner and support the GEF Secretariat through promotion of the GEF International Waters Portfolio's work.

Outputs under this component are primarily aimed at building the capacity of GEF International Waters Projects and development partners with the aim of strengthening the impact of their project implementation. Outputs such as the International Waters Conferences and Regional Dialogues will benefit the entire GEF IW portfolio of stakeholders (GEF Secretariat, the GEF agencies, external executing agencies, Convention and Basin Commission Secretariats, and managers of GEF projects).

Four Sub-components are foreseen under Component 1:

- **Sub-component 1.1:** GEF Biennial International Waters Conferences 10 and 11 for GEF wide portfolio of IW projects and other relevant partners;
- **Sub-component 1.2:** Regional training workshops for GEF IW projects & development partners on cross-cutting themes and key outputs from selected GEF portfolio methodology projects, delivered by partner learning network;
- **Sub-component 1.3:** Structured and iterative twinning exchange program between projects and institutions with demonstrated excellence in water and ocean management; and
- **Sub-component 1.4:** Participation in key global and regional dialogue processes to showcase GEF IW results, build partnerships and facilitate cooperation.

Short-term constraints on travel and group gatherings, probably to take effect during the first year of the project's implementation, are being considered and on-line or remote learning and other

communication options will be utilised where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Sub-component 1.1. GEF Biennial International Waters Conferences 10 and 11 for GEF wide portfolio of IW projects and other relevant partners (UNDP)

Summary of outputs, outcomes and budget

The expected **output** from sub-component 1.1 is: GEF Biennial International Waters Conference 10 and 11

The expected **outcome** from sub-component 1.1 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 1.1: GEF Grant USD 783,000

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

The GEF Biennial International Waters Conference (IWC) is the signature event of the GEF IW portfolio. Since 2000, it has progressed from a portfolio-wide stock-taking exercise to an active portfolio-wide learning and experience-sharing meeting. The 300 participants (from about 70 active GEF IW projects and 80 countries, and including GEF project coordinators and their staff, government representatives, staff from the 18 GEF Agencies and other international institutions and non-governmental organizations, and the private sector) use the IWC to come together to share practical experience, address emerging priorities, learn to apply evolving procedures and policies, and build capacity to improve overall project performance.

The nine IWCs have brought together over 2,000 attendees at each conference. 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 10th and 11th GEF IWCs are expected to convene at least 300 stakeholders each. Both IWCs will feature an innovation marketplace, 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 1.2) and project twinning exchanges (Activity 1.3), that go deeper into the needs for transboundary management identified at the IWCs.

The general objectives of each GEF Biennial International Waters Conference are 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; and
- 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.

Sub-component 1.1 is comprised of two activities:

- Activity 1.1.1: Tenth GEF Biennial International Waters Conference; and
- Activity 1.1.2: Eleventh GEF Biennial International Waters Conference.

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 the project's partners.

The following partners and service providers have been identified to provide support to the execution of the IWC10:

- The Development Bank of South America (CAF), which will host the pre-conference workshop at their facilities; and
- The Inter-American Development Bank (IDB), which will support the agenda development, introduction of case studies, hosting of a networking event and support to the technical site visit program.
- The Organization of American States (OAS) will support the coordination of the IWC10.
- IOC-UNESCO will support the coordination of the IWC10.

The partners for the IWC 11 will be determined at a later stage.

The GEF increment will support the conference budget, as well as catalyzing 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 locations.

All partners of GEF IW:LEARN will contribute to sessions and the success of the International Waters Conferences.

Activity 1.1.1: Tenth GEF Biennial International Waters Conference

The 10th IWC will be held in Uruguay with the support of the Government. Uruguay is a well-known country in the scope of International Waters, as it is located within the Plata Basin, home to 130 million people from Argentina, Brazil, Paraguay, Bolivia and Uruguay. The GEF has been present in Uruguay since its first funding cycle, and there are a number of GEF project experiences there for the GEF IW portfolio to learn from, including from projects dedicated to sustainably managing the Rio de La Plata and its Maritime Front (shared with Argentina) and protecting the Guarani Aquifer System (shared with Argentina, Brazil and Paraguay), and the latest approved project in the Laguna Merin (shared with Brazil). The project will partner with the agencies present in the region (OAS, IDB, UNEP, FAO, UNESCO and others) to bring together a world class event.

In view of the COVID-19 pandemics, the IWC 10, which is by necessity a face-to-face event, may not take place during the first year of the project's implementation as envisaged. However, the preparatory activities for the conference should be organized using the on-line and remote communications options.

Activity 1.1.2: Eleventh GEF Biennial International Waters Conference

The 11th 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 1.2: Regional training workshops for GEF IW projects and development partners on cross-cutting themes and key outputs from selected GEF portfolio methodology projects, delivered by partner learning network (UNDP)

Summary of outputs, outcomes and budget

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

Structured regional training workshops for GEF IW projects and their partners, delivered by a strengthened learning network

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

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

The costs for sub-component 1.2: GEF Grant USD 383,000

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

2.2: Support to the use of information technology platforms to establish project websites and for improved management of information by GEF projects

2.3: Hands-on communications and project visualization training, including support to the production of Experience Notes, for improved project storytelling, data packaging and focal area thematic review publications.

3.3: Training courses and other capacity-strengthening guidance developed on cross-cutting topics of relevance to SIDS

4.3: Training and capacity building activities in support of marine spatial planning as a tool for strengthening blue economy opportunities

5.3: Training support to portfolio on attracting sustainable financing to address SAP investment priorities

One of the main value-added services of the GEF IW:LEARN project is the cross-fertilization between projects and their partners that occurs through global and regional face-to-face targeted learning. To date, IW:LEARN has conducted 31 workshops for more than 956 beneficiaries from some 151 GEF International Waters projects. During the fourth phase of IW:LEARN, workshops on economic valuation, gender mainstreaming, private sector engagement, conjunctive management, legal and institutional frameworks, spatial data visualisation, benefit sharing, and water stewardship were delivered to 184 beneficiaries from 46 GEF IW projects and their stakeholders. These targeted workshops provided a means to strengthen the capacity of projects and partners in the region, and also provided an environment for networking and sharing of experiences both during and after the events had concluded. In parallel, the GEF LME:LEARN project facilitated both online and face-to-face training on Marine Spatial Planning (MSP) and Ocean Governance, directly targeting GEF funded marine and coastal projects (including the Large Marine Ecosystems). As a result of an effective blended learning approach to these topics, the Ocean Governance course reached 45 participants from 22 countries through the face-to-face training while the online component engaged 102 participants worldwide. The Marine Spatial Planning Course served 64 participants from 25 countries during the face-to-face workshops, with the online component reached 191 participants globally. Furthermore, this course has now been adapted for use by the MSP Global project which is a joint initiative by UNESCO's Intergovernmental Oceanographic Commission (IOC-UNESCO) and the European Commission's Directorate-General for Maritime Affairs and Fisheries (DG MARE).

During this phase, GEF IW:LEARN will identify appropriate partners and/or regional institutions/centres of excellence to deliver thematic capacity-strengthening workshops and project/partner roundtables. Workshops will be conducted in collaboration with GEF IW projects, all of whom should have demonstrated experience in the selected topics and can effectively develop training modules for blended learning specifically for the GEF IW Portfolio context.

According to the IW project portfolio surveys conducted from 2018-2020, the GEF IW portfolio requested training on topics such as Water Conflict Prevention and Management, Nature Based Solutions, Project Communication, Data and Information Management, and TDA-SAP Process. The selection of c the cross-cutting topics with benefits to both the freshwater and marine projects of the International Waters portfolio) were selected for training in this phase of the project (see Activity 1.2.1). In addition, the topics such as Project Communications, Mainstreaming Blue Economy, as well as Financing the Implementation of the SAP and Attracting Investment will be addressed in Component 2, Component 4 and Component 5 respectively.

During the project implementation, the specific nature of these training workshops and the final list of training themes will be determined through the development of a training strategy to ensure the uniform quality of the capacity development delivered through GEF IW:LEARN and to improve monitoring and evaluation of the activity. Drawing on experience from the previous phases of the GEF

LME:LEARN project, the development of a training strategy will not only influence the quality of the training products developed, but ensure that the content is relevant to the focal area and could be appropriately adapted to its jargon.

This sub-component has the following objectives:

- Strengthen the capacity of GEF project coordination units and their partner institutions in priority thematic areas, either globally or regionally; and
- Enhance regional coordination among GEF IW projects through face to face networking.

The role of the PCU will be to work with partners and GEF IW projects to design effective training modules relevant to the context and needs of the GEF IW portfolio. It will be responsible for implementing the training strategy in collaboration with the module developers, to help coordinate logistics, ensure sustained follow-up, monitor the impacts and share the learning with the wider-portfolio.

The GEF IW:LEARN funding will allow for additional GEF IW projects (i.e. staff of these 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 GEF IW projects under implementation will cost share their attendance utilising the 1% of their GEF grant, which is allocated in their project documents to supporting IW:LEARN activities.

Sub-component 1.2 is comprised of three activities:

- Activity 1.2.1: Develop training strategy to address GEF IW portfolio learning gaps;
- Activity 1.2.2: Appropriate existing materials and new materials converted into training modules for blended learning; and
- Activity 1.2.3: Work with partners and/or GEF IW projects to organize a series of global and regional trainings.

Short-term constraints on travel and group gatherings are being considered in all activities of this sub-component, and on-line or remote learning and communication options will be used where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 1.2.1: Develop training strategy to address GEF IW portfolio learning gaps

Following an assessment of the GEF IW portfolio learning gaps and in close consultation with a Focus Group comprised of GEF IW Project Coordinators, the following cross-cutting topics are to be delivered under Component 1:

- Water conflict prevention and management;
- Modelling and satellite imagery analysis in support of the TDA-SAP process as well as SDG 6 and SDG 14 reporting;
- Project communication with a focus on science to policy transfer;
- Economic valuation (online course); and
- Data and information management (DIM), including legal aspects of data sharing and best practices.

The role of the PCU will be to lead the development of a training strategy, in cooperation with partners and relevant GEF IW projects, which:

- Creates the outline of the training modules on the selected topics to ensure they are interactive and include case studies that can be easily applied;
- Assesses the true capacity of partners and GEF IW projects and other resources to ensure the knowledge and experience can be applied to the entire GEF IW Portfolio;
- Maximises use of available training material developed in previous phases of GEF IW:LEARN and GEF LME:LEARN;
- Ensures the inclusion of GEF IW project experience into the training material and where possible, makes use of/adapts training courses developed by the GEF IW portfolio;
- Identifies opportunities and constraints to ensure that the training program is efficient and effective;
- Emphasizes the use of online learning and a blended learning approach that can be implemented to support levelling up of GEF IW project staff and their beneficiaries and continues to serve the GEF IW portfolio beyond the life of the project phase;
- Ensures that the training program encourages peer-to-peer learning and assists the GEF IW project staff in maintaining the momentum/learning after the experience, with repeated interactions over the duration of the GEF IW:LEARN project; and
- Ensures that a mechanism for monitoring the impact of the training and sharing the experience with the wider IW portfolio is put in place.

The training strategy will also incorporate training activities from other Components to streamline GEF IW:LEARN's delivery and the following sub-components will be specifically incorporated:

- 3.3. Training courses and other capacity-strengthening guidance developed on cross-cutting topics of relevance to SIDS;
- 4.3. Training and capacity building activities in support of marine spatial planning as a tool for strengthening blue economy opportunities; and
- 5.3. Training support to portfolio on attracting sustainable financing to address SAP investment priorities.

This activity will be driven by in-kind support of the GEF IW:LEARN partners and technical input provided by the PCU.

Activity 1.2.2: Appropriate existing materials and new materials converted into training modules for blended learning

Over the last 20 years, GEF IW:LEARN has developed a multitude of guidelines, manuals, toolkits and webinar materials which should be taken advantage of and maximised where appropriate. While some information may need to be updated and refreshed, the mentioned material serves as a solid starting point for the development of any future training module and is a guideline on how to adapt methodologies or models from outside the focal area into products that are of a standard befitting the IW Focal Area. This will not only enhance the dissemination of these products, but will also reduce the time and costs associated with the development of new materials/products. Furthermore, the portfolio of GEF IW projects is a magnificent source of knowledge and information, which must be included as the rule, and not the exception, to any training activity. Many of these projects themselves undertake capacity development activities and develop materials, presenting an opportunity to channel their

experience into every IW:LEARN training module. Not only does this enable the sharing of best practices within the focal area, it enables GEF IW:LEARN to create a richer and more robust training experience for the IW portfolio by developing modules that are targeted to the context and needs of GEF IW and can easily be applied to support the impact of their work.

The collation of appropriate existing materials and GEF IW project experiences will also serve sub-components 3.3, 4.3, and 5.3.

All materials/modules/content developed for this activity will be branded and promoted as GEF IW:LEARN products. The development of the training material will also take into consideration the modalities of delivery, according to the preference of the GEF IW Portfolio as outlined in the Focus Group discussion:

- Face-to-face sessions are effective when they are interactive, include practical examples that can be applied/are hands on at the training and immediate feedback is provided by the moderator/expert ;
- Online learning is highly appreciated due to the flexibility it provides. A well-designed online program should have an iterative set of modules and should include a mechanism for peer- to-peer learning and feedback, and an incentive such as a certificate;
- Webinars were less appreciated due to the lecture type format, lack of interaction, poor timing, and less opportunity to ask questions. A more appropriate format is through an Online Dissemination Session that empowers all participants to engage and facilitates peer-to-peer exchange of experience;
- Toolkits were viewed as useful guidance but when they do not address all stages of a GEF IW project, they were seen to be less useful. This modality was favored when it included many resources that could be easily followed up on by the user; and
- Massive Online Open Courses (MOOCs) were the least preferred knowledge delivery mechanism for Project Coordinators and GEF IW Portfolio beneficiaries.

GEF IW:LEARN will work with subject matter experts and organisations within and outside of the established partnership to deliver on its capacity development programme, and ensure that experience from the GEF IW portfolio is incorporated. The following partners and service providers have been identified to provide support to specific thematic training topics:

- Water conflict prevention and management: This training will be supported by the experience of UNECE, ICPDR and SIWI;
- Modelling and satellite imagery analysis in support of TDA-SAP process as well as SDG 6 and SDG 14 reporting: Support to the portfolio on this theme requires collaboration with specialized agencies willing to avail their satellite data and analysis to the needs of developing countries, namely:
 - The Group on Earth Observations (via their GeoGLOWS, AquaWatch and Blue Planet Initiatives) will provide knowledge and expertise to the portfolio through dissemination of their tools and trainings co-developed with relevant stakeholders; and
 - The European Space Agency (ESA) will support capacity development under the framework of the *Space in support of International Development Assistance (Space 4 IDA)* initiative. ESA would thereby finance (through its *GDA-Global Development Assistance* program as well as its fast-track [eo clinic](#) mechanism) new satellite EO technical developments that address needs identified through GEF IW projects, as facilitated through

IW:LEARN. Those new technical services will be complemented by capacity building activities as supported/financed through IW:LEARN (and/or the selected projects' own resources) in order to deliver impact to end user stakeholders in developing countries and ensuring long-term sustainability. This activity will also leverage previous efforts on capacity building under the *Space 4 IDA* precursor program [EO4SD](#), incl. online training courses and material (e.g. the Earth Observation Learning Series on the World Bank's Open Learning Campus).

- Project Communication with a focus on Science to Policy: Experience and best practice may be leveraged from the GEF LME:LEARN project which ran a successful Communications Support Activity to the Large Marine Ecosystem projects;
- Data and information management (DIM): During the previous phase, and in the course of the GEF LME:LEARN project, two successful (DIM) workshops were conducted at a global and regional level for data and information management. This phase of the project will utilise the framework and enhance it to expand to other regions to build out this support. These workshops will also focus on the legal aspects of data sharing mechanisms (how it has been successfully done, what are the obstacles, how to overcome these, how to replicate good practices).

GEF incremental funds will play a catalytic role in developing the courses. Co-finance from GEF IW:LEARN partners will fund the development and translation of all training materials and modules into English, French and/or Spanish, where feasible. The PCU will provide technical input and support to this activity.

Activity 1.2.3: Work with partners and/or GEF IW projects to organize a series of global and regional trainings

The project PCU will work in close cooperation with the project's partners, GEF Agencies, knowledgeable organisations, and the GEF IW portfolio to deliver cross-cutting blended learning workshops to take place at the regional-level (Africa, Latin America-Caribbean, and Asia-Pacific). The workshops will be a component of the learning cycle, both as preparation for and follow-up to the International Waters Conferences (1.1).

Workshops will be organized online and/or face-to-face by the GEF IW:LEARN PCU in collaboration with partners, regional bodies/institutions (i.e. AMCOW, SADC, PEMSEA, etc.) and the GEF IW projects in the region.

This series of trainings will be supported by the co-finance from partners as described:

- UNDP Cap-Net who will co-finance the delivery of two face-to-face workshops in the region of Latin America-Caribbean;
- Organization of American States will support the organisation of workshops in the Latin America-Caribbean region;
- IOC-UNESCO will provide experience to Data and Information Management through IODE, and the ocean data best practices project (InfoHub);
- IBRD will do a series of IW:LEARN open and global webinars, which could be on topics such as project performance, data and information management, nature-based solutions and other, or could be linked to a particular type of project or focused on a specific transboundary water

region. The webinars will be supply driven at first, and demand driven subsequently. IBRD will also host IW:LEARN online courses on their Open Learning Campus/World Bank Academy;

- REVOcean will host regional training workshops on subjects defined during the Inception Phase of the project: and
- In-kind support of partners to deliver face-to-face sessions at workshops, participate in the “Knowledge Dialogues” and provide follow up support to the GEF IW portfolio (to be sustained beyond this phase of GEF IW:LEARN).

The GEF incremental funds will support:

- Participation of the project staff of GEF International Waters Projects to face-to-face events on a cost-sharing basis;
- Face-to-face workshop arrangement costs (venue, catering, flip-charts, audio, wi-fi etc.); and
- Contracting an online service platform to provide technical support and host selected e-learning courses.

As part of the follow up on each workshop, a virtual “Knowledge Dialogue” will be facilitated by the PCU to encourage the continuation of peer-to-peer learning and to monitor the progress of participants in applying the knowledge gained.

Due to COVID-19 pandemics, trainings when not possible to be organised in person, will be organized virtually to ensure that any COVID-19 related limitations will be dealt with in a timely manner. This will be particularly important during the first year of the project’s implementation.

Sub-component 1.3: Structured and iterative twinning exchange program between projects and institutions with demonstrated excellence in water and ocean management (UNDP)

Summary of outputs, outcomes and budget

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

Structured and iterative twinning exchange program between projects and institutions with demonstrated excellence in water and ocean management

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

Enhanced portfolio & development partner capacity at the national, regional & global levels, and improved portfolio-wide project performance

The costs for sub-component 1.3: GEF Grant USD 134,000

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

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. From 2003, IW:LEARN projects have facilitated 37 twinings involving 287 beneficiaries as part of 64 GEF IW projects. A further 8 twinings were conducted during the LME:LEARN project (operational from 2016-2020).

This project will fund a program of iterative twinning exchanges (two exchanges) between the same projects and their identified 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.

However, this sub-component will still allocate some project funds for ad hoc proposals submitted by projects to catalyse twinning arrangements.

The sub-component will have three principal 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; and
- Document and disseminate recommendations and lessons gleaned from the exchanges across participating GEF IW projects.

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 GEF IW projects to develop and solicit twinning proposals, help coordinate their logistics and ensure sustained follow-up, monitor the impact and share the learning with the wider-portfolio.

When knowledge is required beyond the pool of GEF IW projects, twinning learning exchanges can be undertaken with organisations with demonstrated experience. Numerous organisations have offered their expertise to the portfolio such as those highlighted below, however, this list of support is not intended to be prescriptive but merely serve as example to be leveraged and marketed for uptake. During project implementation, the PCU will continue to work with these and other appropriate organizations based on demand, needs and priorities of the GEF IW Portfolio of projects:

- REVOcean: Areas of opportunity to twin include running science on their vessel, linking GEF IW projects with other organizations, hosting GEF IW Projects on the ship to do science at sea; hosting meetings and workshops which align with the route of the vessel;
- ICPDR: 25 years of experience and successful management of the boundary-crossing Danube River Basin. The topics and framework of the twinning activities shall be designed according to the needs and priorities of the GEF IW project interested in undertaking a twinning;
- UNDP Cap-Net: Their extensive network offers potential for the GEF IW Portfolio when demand for synergies is driven by the GEF IW projects;
- OAS: Offered to provide support to the organisation of any twinning taking place in Latin America;

- UNEP-DHI: Training on floods and droughts tools, emerging tools for modelling areas with no or limited monitoring stations, training on Earth Observation wetland mapping tool, as part of UNEPs role as custodian agency for SDG indicator 6.6.1; and
- University of New South Wales Global Water Institute: Offered expertise on Water Utilities and Coastal Erosion to the GEF IW Portfolio in the Pacific.

Sub-component 1.3 is comprised of two activities:

- Activity 1.3.1: Support a program of iterative twinning exchanges between GEF IW projects and their identified partners; and
- Activity 1.3.2: Organize ad-hoc twinning exchanges based on proposals submitted from the GEF IW portfolio of projects.

Due to the COVID-19 pandemics, the in-person twinning exchange between the projects should not take place for at least first three quarters of the first year of the project's implementation. However, during that period, the technical aspects of the twinning exchanges, including exchange of experience, knowledge and methodologies could take place. The communications channels between projects will be established via known online platforms and will be facilitated by the PCU. Partners supporting this sub-component will also be involved in online communications.

Activity 1.3.1: Support a program of iterative twinning exchanges between GEF IW projects and their identified partners (UNDP)

Experience from the previous phase of GEF IW:LEARN and the GEF LME:LEARN project (2016-2020) has revealed that collaboration building experiences are only sustained when there is cost sharing with the GEF IW portfolio to support these learning exchanges. During this phase, GEF IW:LEARN will continue to support iterative twinning efforts; however, in the modified form as explained above. The project will focus on establishing iterative (two) twinning exchanges between the same identified twinning pairs presented in the twinning proposal submitted to GEF IW:LEARN. GEF IW projects will have to demonstrate commitment to the collaboration by funding the first exchange with their selected partner. Once completed, GEF IW:LEARN will provide funding to support the second exchange. The focus will be on GEF IW projects who wish to twin with other projects or knowledgeable institutions that are:

- Inter-connected with the GEF IW project;
- Addressing similar issues; and
- Share similar ecosystem characteristics.

Proposals for twinning exchanges will be reviewed by the GEF IW:LEARN PCU and will be structured to demonstrate:

- Cost-sharing, whereby the GEF IW project supports the first exchange and GEF IW:LEARN supports the second exchange;
- The benefits to the GEF IW project/s and the GEF IW portfolio;
- Results-driven activities undertaken during the exchanges;
- Real impacts to the GEF IW project's implementation; and
- A plan to sustain cooperation without GEF IW:LEARN financial assistance.

The PCU will provide technical support to this activity, either to support the facilitation of a virtual twinning or to arrange travel support for a face-to-face learning exchange. The GEF increment will fund Exchange number 2, including travel support (return economy class ticket or daily subsistence allowance) for maximum two partner representatives to attend the second learning exchange with the GEF IW project.

The twinned GEF IW projects and the learning partners they identify will produce specific outputs to benefit the broader GEF IW portfolio. This is expected to be in the form of knowledge synthesis materials for example, a twinning report, an experience note or a video presentation, following the good practice example from the [GEF supported UNDP Pacific Ridge-to-Reef project](#). As part of the follow up on each twinning, a virtual “Knowledge Dialogue” will be facilitated by the PCU to encourage the continuation of peer-to-peer learning, to monitor the progress of participants in applying the knowledge gained, and assess the sustainability of the partnership.

The activity is expected to result in enhanced portfolio and development partner capacity at the national, regional and global levels, as well as improve portfolio-wide project performance.

Activity 1.3.2: Organize ad-hoc twinning exchanges based on proposals submitted from the GEF IW portfolio of projects

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 knowledgeable institutions on the basis of an ad hoc proposal submission (i.e. once-off learning exchange proving that it will be highly beneficial to the GEF IW project based on an immediate pressing need). Projects will have the opportunity to submit proposals for support which demonstrate:

- Cost-sharing;
- Clear objectives and benefits of the twinning;
- Outcomes that result in real impact on the GEF IW project’s implementation; and
- Outputs of the twinning that will have GEF IW portfolio-wide benefits.

The proposals will be reviewed by the GEF IW:LEARN PCU. The PCU will provide technical support to this activity, either to support the facilitation of a virtual twinning or to arrange travel support for a face-to-face learning exchange. The GEF increment will fund travel support (return economy class ticket or daily subsistence allowance for maximum two GEF IW project staff to attend a learning exchange with their selected partner (e.g. another GEF IW project, an institution/organisation with demonstrated knowledge or expertise).

The twinned GEF IW projects and the partners they identify will produce specific outputs to benefit the broader GEF IW portfolio. This is expected to be in the form of knowledge synthesis materials, for example, a twinning report, an experience note or a video presentation. As part of the follow up on each twinning, a virtual “Knowledge Dialogue” will be facilitated by the PCU to encourage the continuation of peer-to-peer learning and to monitor the progress of participants in applying the knowledge gained.

The activity is expected to result in enhanced portfolio and development partner capacity at the national, regional and global levels, as well as improve portfolio-wide project performance.

Sub-component 1.4: Participation in key global and regional dialogue processes to showcase GEF IW results, build partnerships and facilitate cooperation (UNDP)

Summary of outputs, outcomes and budget

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

Participation in key global and regional dialogue processes to showcase GEF IW results, build partnerships and facilitate cooperation

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

Increased global awareness of GEF IW results and enhanced collaboration with the IW portfolio

The costs for sub-component 1.4: GEF Grant USD 394,000

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

GEF IW:LEARN is the vehicle to support the dissemination of GEF IW project results to global fora. These include regular events, such as Stockholm World Water Week, World Water Forum and ad hoc events, such as the Partnership for Regional Ocean Governance's Marine Regions Forum. In the past, the project has assisted many GEF IW project stakeholders attend numerous global or regional dialogue processes. The result has been an increased awareness of GEF IW project interventions that aids building partnerships beyond the IW portfolio as well as 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 and increase the outreach and interactions between the GEF IW portfolio and the broader water resources, coastal and marine management and scientific community.

This sub-component will be managed by the PCU. As in previous phases, travel support will be allocated for GEF IW projects to participate in global dialogue processes. The project will support representation GEF IW projects on planning committees, discussion panels, plenary addresses, GEF exhibit booth representation or side events. The focus will be on supporting IW participation as an organizing partner (of side events at large international IW events) to promote the IW portfolio and gain knowledge to enhance management activities.

Targets for participation would include major international freshwater and marine events. In addition, this sub-component will continue to support scaling-up of proven regional dialogue approaches to promote transboundary cooperation through partnership with the Global Water Partnership – Mediterranean (GWP-Med), OAS, ICPDR, SIWI and UNECE. As an example, GWP-Med has 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), and during the 4th phase (operating between 2016-2020) where this process was also extended to Central America. The activities in South Eastern Europe and the Mediterranean have been implemented in the framework of the Petersberg Phase II / Athens Declaration Process.

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; and
- Sustain the Regional Dialogue and CoP established in the SEE, MENA and Central America, as well as apply the Methodological Approach in a new region.

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. UNECE will support the global dialogue activity through its organization of several key global dialogue processes as part of the Helsinki Water Convention programme of work. IOC-UNESCO will contribute its extensive work on the UN Decade of Ocean Science for Sustainable Development as support to the project.

Sub-component 1.4 is comprised of two activities:

- Activity 1.4.1: Active Engagement of the GEF IW Portfolio in key global and regional events; and
- Activity 1.4.2: Supporting cooperation on shared water resources through regional and thematic transboundary dialogues.

Due to the COVID-19 pandemics, constraints on travel and group gatherings will affect the implementation of the activities in this sub-component during the first year of the project's implementation. Other options are being considered, in particular for the global and regional dialogues, such as on-line or remote communication options. They will be used where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 1.4.1: Active Engagement of the GEF IW Portfolio in key global and regional events

The activity will support the GEF IW:LEARN and other GEF IW projects to attend and disseminate their work at key events, examples of which include:

- World Water Forum;
- Stockholm World Water Week;
- UN Ocean Conference;
- FAO International Symposium of Fisheries Sustainability;
- Sustainable Blue Economy Conference;
- BBNJ negotiation and implementation process related meetings;
- Global and regional conferences of the UN Decade of Ocean Sciences for Sustainable Development;
- SIDS Conference 2024; etc.

The GEF increment will fund:

- A booth presence, where appropriate, in partnership with GEF Secretariat, GEF agencies and GEF IW:LEARN; and
- GEF IW project staff participating at key events will receive travel support (return economy flight tickets and daily subsistence allowance), if they actively participate on panels or deliver presentations during sessions.

In addition to completing the standard GEF IW:LEARN mission report, GEF IW projects receiving support will be requested to work with GEF IW:LEARN on a joint article to elaborate on the benefits of their attendance, a summary of the sessions which the GEF IW Portfolio was represented in, and how they will apply the knowledge gained from the experience.

The intent of the activity is to share the IW portfolio's innovations and to influence the course of global dialogues on water and ocean management. This activity will support the sub-component by increasing awareness and building partnerships.

Activity 1.4.2: Supporting cooperation on shared water resources through regional and thematic transboundary dialogues

This phase of the project will see a continuation of support to the South-Eastern Europe (SEE) and scaling-up of the regional dialogue process in Central America, on the basis of the related Ministerial Declaration made during the previous phase, with potential geographic expansion to transboundary basins in Southern/Eastern Africa with the linkages to regional convening partners, utilising the Methodological Approach (MA) document developed in phase 4 of IW:LEARN. The area/region of replication may be re-examined taking into consideration political realities and opportunities that may emerge. The activity will result in strengthened capacities for transboundary cooperation on shared water systems in the identified region(s) by harnessing the essential lessons from sixteen years of conducting a successful process in SEE and the Mediterranean. The MA will be used as a guidance document by the GEF IW portfolio and project partners for the creation of Communities of Practice (CoPs) at the basin level to sustain the outcomes of GEF IW projects and the establishment of dialogue processes in basins and/or regions following lessons codified in the MA.

The activity will be supported by the following organizations, and during project implementation others will be approached:

- OAS: Can support the regional dialogues. A high-level dialogue with three vice presidents of the countries of the Trifinio project is planned in 2021. OAS can support and participate as part of the group from the Americas, specifically in the areas of political dialogues and water diplomacy for the TDA-SAP process;
- ICPDR: The connective tissue between observers and the ICPDR is a shared 'community responsibility' essential to achieving long-term sustainable water management goals. Based upon years of experience collaborating with this community, the ICPDR can contribute an innate understanding of how to facilitate fruitful partnerships, dialogue, and cooperation;
- SIWI: Can provide opportunities for GEF IW portfolio to share learning through the S2S Platform and its partners and contribute to S2S Platform inputs to key regional and global processes. They are also able to facilitate trust- and consensus-building regional dialogues, to promote transboundary cooperation in targeted regions. Support is also offered to facilitate dialogues across sectors and boundaries (based on specific needs) on enhancing knowledge of emerging

climate-related shared risks and creating shared understanding of water-related risks. Engagement will build on experience in building epistemic communities in regions that lack framework agreements on management of shared water resources. SIWI also has strong expertise in facilitating Track 2 and Track 1.5 dialogues in the context of transboundary water cooperation; and

- GWP (Med): Can continue the facilitation of trust- and consensus-building multi-stakeholders regional dialogues and support water diplomacy to promote and enable transboundary cooperation in regions that have already been active (in SEE and MENA areas) as well as in new ones such as Central America and Africa, where possible. Regional Dialogue and CoP as well as application of the MA will be the respective tools. Support is also offered to expand the scope of dialogues in selected areas to link the freshwater and marine systems.
- IDB will also support global dialogue participation of its GEF IW portfolio.

The GEF increment will fund:

- Continuation of support to the SEE in the form of a regional roundtable; and
- Support and scaling up of the Regional Multi-stakeholder Dialogue Process in Central America and other regions in the form of a regional policymaker roundtables and capacity-building workshops.

Partner co-finance will support:

- Periodic multi-stakeholder events including Regional Roundtables, Capacity Building; Workshops and Study Visits as means to share experiences and knowledge on addressing management and socio-economic issues in transboundary water bodies;
- Creation of a Strategic/Core Working Group focused on Transboundary Water Management in support of Regional Dialogue Processes;
- Facilitate the preparation of case studies, as well as the exchange of experiences among relevant stakeholders;
- Application of the Methodological Approach (MA) document; and
- Sharing of experiences and knowledge at thematic regional roundtables, and addressing identified follow up actions and opportunities in response to the needs of the GEF IW portfolio.

Component 2: Support the Communication and Replication of Portfolio Results and Experiences

Information and knowledge management, backed by a robust online platform, forms a key GEF IW:LEARN service that backstops the experience-sharing and capacity-development activities the project conducts. The portfolio's management of data, information and knowledge products have progressed since the start of IW:LEARN, almost two decades ago (see Figure 2). However, key stories and achievements, with their ability to influence policymakers and engage communities, are not always easy to discover. The project will build on past achievements but will increase focus on improving the portfolio's capacity to harvest, codify, communicate and replicate its results, and will continue to provide technical support and capacity to the projects, with communication as a key cross-cutting theme. First, the Component will see an essential upgrading of GEF IW:LEARN Web Platform's system and user interface, including enhanced digital access to project experience as well as the integration of and continued support to the LME Hub, which was developed during the preceding GEF LME:LEARN

project. The component will also see easier access to a synthesis of key individual project results and experience. Second, the Component will provide: (a) support to the use of a number of information technology platforms, including the IW:LEARN website solutions¹, utilized by many portfolio projects, and online networking tools (social media, chat groups, Listserve, etc.); and (b) access to industry-standard best practices to improve projects' capacity to manage and publish information about themselves. And finally, the Component will feature training activities on project communication and visualization, and on data and information management (DIM) building on the previous work in the GEF LME:LEARN project.

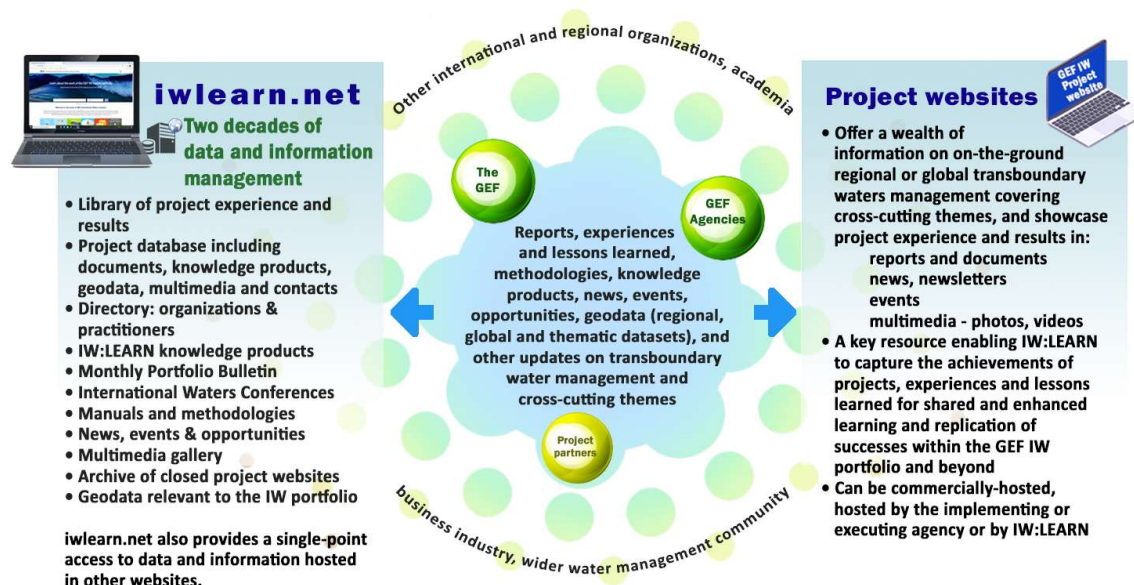


Figure 2: Diagram showing the information flow between iwlearn.net and project websites, and the access to a wealth of data and information it provides the IW community

The activities in this Component will lead to increased experience sharing and replication of successes within and across the IW portfolio, as well as enhanced understanding of GEF IW project interventions beyond the portfolio.

Three sub-components are foreseen under Component 2:

- **Sub-component 2.1:** GEF IW:LEARN website supporting improved GEF IW project snapshots and a searchable knowledge bank of project experience;
- **Sub-component 2.2:** Support to the use of information technology platforms to establish project websites and for improved management of information by GEF projects; and
- **Sub-component 2.3:** Hands-on communications and project visualization training, including support to the production of Experience Notes, for improved project storytelling, data packaging and focal area thematic review publications.

¹ One of the IW:LEARN website solutions, the Website Toolkit, is a complete website package hosted by IW:LEARN that enables projects and partners alike to publish a website at no cost and with little or no IT background using a content management system.

Sub-component 2.1 GEF IW:LEARN website supporting improved GEF IW project snapshots and a searchable knowledge bank of project experience (UNDP)

Summary of outputs, outcomes and budget

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

GEF IW: LEARN website supporting improved GEF IW project snapshots and a searchable knowledge bank of project experience

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

Increased experience sharing and replication of successes within and across the IW portfolio, as well as enhanced understanding of GEF IW project interventions beyond the portfolio

The costs for sub-component 2.1: GEF Grant USD 350,000

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

2.2: Support to the use of information technology platforms to establish project websites and for improved management of information by GEF projects

2.3: Hands-on communications and project visualization training to both projects & journalists, including support to the production of Experience Notes, for improved project storytelling, data packaging and focal area thematic review publications

3.2: Strengthened web portal and resource catalogue to facilitate information-sharing and learning across the SIDS project portfolio in support of the SAMOA Pathway

4.1: Knowledge exchanges on Water, Food, Energy and Environmental Security in transboundary basins

While many websites serve as the main online presence and a marketing platform of an organization, IWLEARN.NET's significance to the GEF IW portfolio goes beyond such goals, as it is regarded as the main online resource for all GEF IW information, a true knowledge management system for the portfolio, as acknowledged once again by stakeholders in the recent Terminal Evaluation (TE), citing it as "very important for the entire IW portfolio". On the contrary, the TE report also revealed that "although it (the IW:LEARN website) has improved significantly in recent years, there is still room for improvement," thus emphasizing the need to further enhance IWLEARN.NET's features and enrich its content. The stakeholder consultations during the project preparation phase also amplified managers' preference in seeing IW:LEARN knowledge and communication products, presented more visually. There is also an increasing need to make project experiences as well as key IW:LEARN products easily discoverable aimed at helping GEF IW project staff maneuver through transboundary waters management.

Experience Notes (EN) and Results Notes (RN) are one of the IW:LEARN products deemed very useful and highly appreciated by project coordinators in the TE. However, out of 87 active projects in the

previous phase, only a total of 31 ENs and 3 RNs were produced by the portfolio. The submission rate has, thus, been relatively low and needs to be improved.

Trends in website design and web apps change rapidly, and the standard practice is to redesign and improve the technology of an organisation's web site every 3-4 years, particularly to keep up with web standards. A major revamp on the front- and back-end², in addition to performing regular security and module updates, makes a website reliable, relevant and efficient, which brings positive experience to users resulting in longer and frequent visits, and which also leads to higher Google Search ranking.

Subcomponent 2.1 will have four principal objectives:

- To implement the necessary system upgrade and maintenance to the web platform (IWLEARN.NET, Geospatial Lab) including its mobile version;
- To improve access to project experience and snapshots;
- To continue providing signature IW:LEARN ICT and communication services but with an improved format and accessibility; and
- To support the establishment of new thematic webpages supporting other activities of the project, such as the Water-Energy-Food-Nexus.

Sub-Component 2.1 will contribute to the overall goal of the Component by allowing uncomplicated access to, and timely dissemination of data and information, project experience and results, toolbox, manuals and many more, through the IW:LEARN web platforms, and with this, provide an online means to facilitate continued learning, conversation, knowledge and experience sharing, and collaboration, and motivate managers and practitioners to adopt replicable solutions within the portfolio and beyond.

This sub-component will be fully executed by the PCU with the help of external expertise to bring in support to content management, user interface/user experience design, system development and administration. For the creation of new website sections such as for Nexus and SIDS, this sub-component will interface with partners of Component 3 and 4 respectively, to secure that necessary content is obtained for publishing in IWLEARN.NET.

Sub-component 2.1 is comprised of the following activities:

- Activity 2.1.1: Upgrade existing system and functionalities;
- Activity 2.1.2: Update existing portfolio visualization maps and creation of new thematic maps; and
- Activity 2.1.3: Disseminate project results, experiences and stories.

Activity 2.1.1 Upgrade existing system and functionalities

This activity will start with the migration of the GEF IW:LEARN platform to its own server. This will then be succeeded by the vital enhancement and updating the front-end and back-end of the current IWLEARN.NET, Geospatial Lab and related tools and services to cope up with current web standards and technology, which is crucial to keeping the system stable and secure and that all hosted online services work as intended.

² In technology, front end refers to the presentation layer or elements and aspects facing the user while back end refers to the data access layer of a software, or the physical infrastructure or hardware. (Wikipedia, 08 June 2020)

The PCU will assess and integrate additional features to the web platforms to meet the emerging needs of stakeholders and to support other project activities planned for this phase. This could include: improved search function and dedicated search function for project experiences; ability to generate reports from the project database and export it in various formats (PDF, CSV, Excel); online training tools; dashboards for various user groups; visually-enticing templates for project stories, ENs and RNs; improved content discovery and distribution (through feeds and APIs³), among others. In the same manner, this activity will ensure that key information, documents, new thematic web pages and functionalities are accessible in the mobile version.

The project will develop new thematic web pages (SIDS, Nexus, etc.) at the IWLEARN.NET website containing an array of data and information, tools and case studies, and links to other web portals. The project will continue providing support to the LMEHub, which was developed by the GEF LME:LEARN project. It will become a highly visible feature accessible by a large number of users containing information from various sources aimed at making LMEs widely accepted concept.

The role of the PCU will be to lead the upgrading of the web platforms and feature enhancements, closely guiding external experts in the technical implementation as well as oversee the web site content management to be provided via external expertise.

Activity 2.1.2 Update existing portfolio visualization maps and creation of new thematic maps

New spatial data and maps covering various themes related to transboundary water management and the focal themes in this phase of IW:LEARN and the GEF7 Programmatic Directions priorities will be uploaded and created in the Geospatial Lab. Data will be collected from project outputs such as available TDAs, technical reports, identified sources in the LME DIM Project Metadata report, as well as online data repositories allowing open access to data sets. These repositories are provided by organizations such as IOC-UNESCO, UNEP, The World Bank, European Space Agency, GRID Geneva and GRID Arendal, World Resource Institute, Ocean Data Platform, as well as regional platforms, such as the Danube GIS, Pacific Data Hub, SEAFDEC, Caribbean Marine Atlas, to name a few. IW:LEARN will use these datasets to generate layers and maps that can provide current environmental state of a particular basin, project area or a specific topic of concern for use within the portfolio and to lend to global information networks. These maps will also be featured in select pages in IWLEARN.NET, such as in new thematic web pages, and used in visual narratives especially story maps. The Spatial Lab will serve as the main repository for any portfolio-wide geospatial data visualization initiatives such as the LME Hub to assure uniformity of data visualized in different web pages and platforms like Google Earth.

The Spatial Lab will serve as the main repository for any portfolio-wide geospatial data visualization initiatives such as the LME Hub to assure uniformity of data visualized in different web pages and platforms like Google Earth. A link between the LME Hub and the IW:LEARN platform and various IOC platforms will be established to automate content updating, such as for project news through news feeds API and LME-related maps and datasets.

³ An application programming interface (API), in simple term, allows a website server to connect to another website server and perform a specific service and in many cases delivered in a specific format. For example, a mapping API can enable geospatial data from an external website to render as a map in iwlearn.net while a feed provides a notification to anyone or any server subscribed about new uploads.

In partnership with the World Bank, a catalogue on 'Transboundary Waters Management' compiling existing data sources such as the shared catalogue from European Space Agency and other relevant knowledge products and services will be created and made accessible on both the WB's Spatial Agent portal and IWLEARN.NET. Furthermore, this partnership will pave the way to an ecosystem of GEF implementing agencies on supporting projects to access spatial data tools created by the World Bank.

The role of the PCU will be to identify data sources and secure access if necessary, and direct external experts in the enhancement and management of the Spatial Lab and the LME Hub. The PCU will also work with partners in designing and preparing content for new linkages and services.

Activity 2.1.3 Disseminate project results, experiences and stories

Under this activity, IW:LEARN will continue to gather project stories, latest developments and opportunities from projects and partners around the globe and disseminate these through regular Portfolio Bulletin releases, short videos, IW:LEARN Twitter and Facebook posts to over 2,000 subscribers. IW:LEARN will further liaise with projects in the preparation and submission of ENs and RNs using a new, enhanced template, and which also closely aligns with similar reporting requirements of GEF agencies. IW:LEARN will redesign the project profile presentations to contain more succinct and visible snapshots of key project results and experience. This activity will help increase awareness on the works of the portfolio and sustain stakeholders' interests and active participation in portfolio-wide discussions and events, and promote replication of successes.

The PCU will be responsible for the collection of project results, experiences and stories, and distributing them to the wider portfolio through the IWLEARN.NET, Portfolio Bulletin and social network. The PCU will also work with the GEF and its Agencies' focal points to make sure that stories on ground-breaking solutions, lessons and project triumphs are documented and shared to the rest of the portfolio through the ENs and RNs.

Sub-component 2.2 Support to the use of information technology platforms to establish project websites and for improved management of information by GEF projects (UNDP)

Summary of outputs, outcomes and budget

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

Support to the use of information technology platforms to establish project websites and for improved management of information by GEF projects

The expected **outcomes** from sub-component 2.2 are:

Increased experience sharing and replication of successes within and across the IW portfolio, as well as enhanced understanding of GEF IW project interventions beyond the portfolio

The costs for sub-component 2.2: GEF Grant USD 175,000

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

- 1.2: Regional training workshops for GEF IW projects & development partners on cross-cutting themes and key outputs from selected GEF portfolio methodology projects, delivered by partner learning network
- 2.1: GEF IW:LEARN website supporting improved GEF IW project snapshots and a searchable knowledge bank of project experience
- 3.2: Strengthened web portal and resource catalogue to facilitate information-sharing and learning across the SIDS project portfolio in support of the SAMOA Pathway
- 4.1: Knowledge exchanges on Water, Food, Energy and Environmental Security in transboundary basins

While IW:LEARN's central role in the GEF IW portfolio is to manage, sustain, disseminate and preserve knowledge and experiences that emanate within the portfolio, having no or limited access to project information and outputs are major hindrances to fulfilling this role. Websites and diverse online tools, on one hand, have been playing an important role in capturing, transferring and sharing knowledge, and collaborating remotely in globally distributed projects and teams. With the emergence of the pandemic (COVID-19), major changes and challenges occurred even in the day-to-day operations of many businesses in every sector of the society, including the business of safeguarding the environment, and online technology has been more relevant than ever in bringing some normality in this aspect, and in keeping the workforce and stakeholders actively involved yet safe. IW:LEARN, in a new endeavor, will use this as an opportunity to lead GEF IW projects and GEF agencies in improving project management skills needed in dealing with new ways of working through webinars, online trainings and access to learning courses and catalogues of tools and data portals. IW:LEARN, with the support of the World Bank, will convene managers and focal points of GEF agencies for the same purpose with an additional goal to foster an ecosystem of GEF implementing agencies.

Guided by successes in earlier IW:LEARN phases, Subcomponent 2.2 will continue to make for a more dynamic flow of data and information between IW:LEARN and the rest of the GEF IW projects, partners, key stakeholders in the Portfolio and the global IW community. With many affordable and low maintenance web packages and other online publishing and distribution tools within reach, including the IW:LEARN website solutions and GEF agency hosting options, it should be doable for a high percentage of all projects implemented within the GEF7 Programmatic Directions to have a website and circulate key project information and results on the Web (see Figure 3). With the Agencies support, GEF IW:LEARN will be able to report on the work of the portfolio as a whole and impart new findings, methodologies, lessons and experience emanating from projects to the entire portfolio. GEF IW:LEARN will also continue to save a copy of closing project websites in the IW:LEARN server and make it accessible in iwlearn.net.

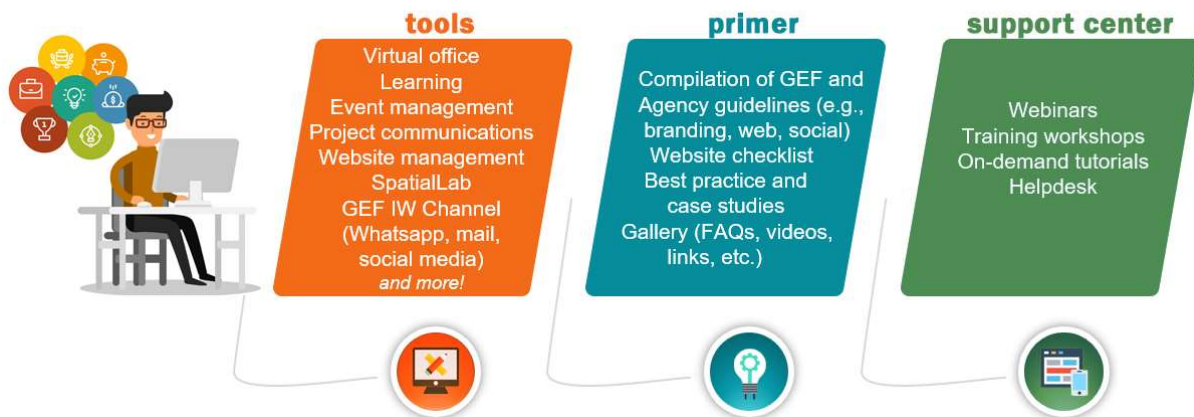
Access to project websites support portfolio results and experience capture



Figure 3: The TE reports for Phase 3⁴ and 4 indicate that more project information and experiences are accessible when more project websites are accessible online. With the use of integration tools such as APIs and feeds, GEF IW:LEARN is able collect and repost information in an efficient manner

In the next phase, IW:LEARN will put together a comprehensive digital productivity solution (see Figure 4), that will include proven useful GEF IW:LEARN services such as the IW:LEARN website solutions and technical support. A primer will also be developed to help projects set up a professional project website and lay a common ground for project websites, regardless of system specification and hosting arrangements, in fostering dynamic information flow and uncomplicated access. The project will promote awareness of the new digital solutions package to aid projects in their knowledge management and communication activities, as well as adapting to a post COVID-19 world.

GEF IW:LEARN Digital Productivity Suite



⁴ MENARID GEF: IW:LEARN III Strengthening Portfolio Delivery and Impact TERMINAL EVALUATION.
https://www.thegef.org/sites/default/files/project_documents/3900_4219_2014_TE_UNEP_UNDP_GLOBAL_IW_MSP_%2520IWLEARN.pdf

Figure 4: Digital outreach products of the next phase of IW:LEARN

In coordination with partners, and based on capacity needs assessment conducted under Component 1, this sub-component will also organize regional workshops and webinars to transfer capacity in using the digital productivity suite and other emerging web and ICT tools and best practice to help fill some of these needs on-the-ground. Together with the World Bank, GEF IW:LEARN will organize digital learning events targeted at a specific region or one of the IW:LEARN 5 themes to explore the potential to make data live in a shorter amount of time than usual and also to be able to assess the current capacity in the GEF IW portfolio.

This subcomponent reinforces the overall effort in Component 2 to effectively make project information, knowledge and experience accessible online through the use of current online technology and proven approaches.

The PCU will be at the core of developing and promoting the IW:LEARN digital productivity suite (DPS) hand-in-hand with the GEF and focal points of GEF agencies. The PCU will also lead the updating/upgrading of the IW:LEARN website solutions, organizing workshops with help from consultants and partners, and in preparing and distributing guidelines and updates.

The sub-component will be supported by the World Bank, bringing in years of experience in managing a wide range of data, data analytics, top-of-the-line ICT tool and digital knowledge products as well as its linkage with experts and other major data providers and publishers in organizing webinars and producing interactive e-publications for the benefit of agency and project coordinators as well as support staff and key end-users. Support will also be provided by the ICPDR and its extensive historical work in setting up, maintaining, and updating a Commission-wide website and recent experience in drafting a comprehensive multi-stakeholder, Commission-wide social media guidelines. Updating the Website Guidelines in partnership with the ICPDR will look into practical applications of these guidelines in a cross-sectoral and intergovernmental setting of GEF IW projects.

Sub-component 2.2. is comprised of three activities:

- Activity 2.2.1: Provide a comprehensive digital productivity suite to projects;
- Activity 2.2.2: Organize regional workshops and Webinars on the use of the digital productivity suite and best practices; and
- Activity 2.2.3: Produce a practical handbook to guide projects on managing a GEF IW website for improved data and information.

Activity 2.2.1 Provide a comprehensive digital productivity suite to projects

The project will search the digital market for the most appropriate tools for online and remote collaboration, learning and events organizing, remote on-site project reporting and monitoring among others, and offer the solutions to GEF IW projects (see Figure 2 above). Where applicable, IW:LEARN will provide user access to these tools to help projects set up a competent and cost-effective digital workspace, particularly in a COVID19 pandemic.

The IW:LEARN website solutions, which have been a signature service of IW:LEARN since its Phase 2, will undergo system updating and upgrading and user interface enhancement alongside IWLEARN.NET (Activity 2.1.1), applying the same new set of features for IWLEARN.NET. Efforts to promote it to new projects will be revived to ensure access to project information and as a tool for web publishing in little time and investment (Figure 5). Whereas the IW:LEARN- and GEF agency-hosted websites provide almost the same benefits, the IW:LEARN website solutions leave for more flexibility in design and access and include data integration features out-of-the-box.






















PROJECT WEBSITE HOSTING OPTIONS			
	IW:LEARN HOSTED	AGENCY HOSTED	OUTSOURCED
COST			
FEATURES			
Key project information are accessible			
Data access and integration tools (e.g., APIs) are in place and activated			
Complies to W3C and Open standards			
Allows flexibility in design and structure			
TECHNICAL SUPPORT			
Many projects cannot afford to have a regular web and/or communications staff and need external support			
SUSTAINABILITY			
It is important to preserve portfolio legacy, for further learning and replicability of successes			

Figure 5. A comparison of current available options for publishing a project website

The role of the PCU will be to give full direction to this activity as well as to manage external experts who will carry out the technical implementation. The PCU will also work closely with the GEF and Agencies in ensuring that every project has online presence, that it meets minimum recommended standards in the GEF IW website guidelines, and that IW:LEARN is informed reasonably ahead of project closure for proper archiving of project websites.

Activity 2.2.2 Organize regional workshops and Webinars on the use of the digital productivity suite and best practices

The PCU will organize two regional ICT workshops parallel to other regional workshops to be conducted under other components and a minimum of six webinars to enable managers and project staff to update their knowledge and skills on emerging virtual productivity and management tools, and to provide a venue for web and data/information managers to discuss the latest trends and digital tools, and provide participants hands-on experience on how to utilize them (see Figure 4, DPS Support Center). Some of the topics and online sessions will be organized in connection with related ongoing initiatives of GEF Agencies, such as the World Bank's Spatial Agent and Open Learning Campus. World Bank will jointly with IW:LEARN organize lightning Webinars for focal points in the GEF agencies (IW portfolio) to keep

them abreast of the latest digital project management tools and concepts and stimulate a more dynamic community.

The webinars will also tackle IW:LEARN digital products such as the IW:LEARN website solutions for projects still looking for options or are considering or already using the Toolkit for their website. Another key topic would be the use of the DPS Primer (see Figure 4, DPS Primer) as a guide for data integration and interoperability of projects websites (hosted by IW:LEARN and otherwise) and compliance with the GEF and agencies guidelines on branding, communication, information sharing and Open standards.

The PCU will organize the workshops and webinars involving consultants and partners who will carry out the technical implementation and serve as resource persons for workshops and online events

Activity 2.2.3 Produce a practical handbook to guide projects on managing a GEF IW website for improved data and information

A primer will be developed by IW:LEARN to especially guide projects and their website managers in setting up a website that enables easy access to key project information and outputs. The handbook (see Figure 4, DPS Primer) will include a checklist for project websites mainly outlining: (1) key project information and documents that should be published online; (2) standard metadata and keywords to be used for improved discovery; and (3) minimal APIs and data integration protocol or tools to be setup to enable seamless access and automated data exchange. The primer will also include links to industry-standard best practice (such as Open Data/Source/Standards) and use cases/case studies on the various aspects of website management and DIM, and a compilation of available branding, communications, website and social media guidelines of GEF Agencies. The primer will also consolidate practical recommendations from the GEF LME:LEARN DIM Report for a more coordinated and sustainable management of project data and information.

The role of the PCU will be to coordinate with the GEF Agencies to secure a copy of guidelines relevant to publishing information online at the beginning and eventually actively promote its application among active GEF IW projects in close coordination with the Agencies. The PCU will also work with consultants on the preparation and updating of the content, in partnership with the ICPDR who will serve as sounding board to ensure the handbook's viability.

Sub-component 2.3 Hands-on communications and project visualization training, including support to the production of Experience Notes, for improved project storytelling, data packaging and focal area thematic review publications (UNDP)

Summary of outputs, outcomes and budget

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

Hands-on communications and project visualization training to both projects & journalists, including support to the production of Experience Notes, for improved project storytelling, data packaging and focal area thematic review publications

The expected **outcomes** from sub-component 2.3 are:

Increased experience sharing and replication of successes within and across the IW portfolio, as well as enhanced understanding of GEF IW project interventions beyond the portfolio

The costs for sub-component 2.3: GEF Grant USD 175,000

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

1.2: Regional training workshops for GEF IW projects & development partners on cross-cutting themes and key outputs from selected GEF portfolio methodology projects, delivered by partner learning network

2.1: GEF IW:LEARN website supporting improved GEF IW project snapshots and a searchable knowledge bank of project experience

With more than 25 years of addressing critical environmental issues, it is high time to explore new ways to evangelize the works of the portfolio and the challenges it addresses, to get a bigger exposure it deserves outside the portfolio and mobilize wider support in addressing these challenges and create a bigger impact. It is also paramount for crucial messages and findings to reach policy- and decision-makers with consolidated details and clear arguments, in formats that are easy to digest.

The previous IW:LEARN phase and the LME:LEARN Project endeavoured in strengthening LME projects' capability to design and implement an all-encompassing communication strategy and communicate project results and thematic reports through compelling storytelling complemented by striking visuals. Experienced communicators and journalists in the field have been tapped as resource persons for Webinars and training workshops. These activities were well-received by the projects, and project coordinators reported positive outcomes, some resulted in gaining the attention of local journalist groups and media outlets, and expressed sustained demands during this project preparation focal group consultations. There are several products and new approaches that provide a good starting point for continued creative evolution and repackaging of stories, messages, reports into modern as well as proven formats to suit specific target readers' preferences. IW:LEARN will embark on these innovative technology and best practices for the production of its knowledge and communication products, as well as pursue the engagement of journalists and mainstream media outlets into the work of the GEF IW portfolio giving them the opportunity to learn in-depth about the science and topics that the GEF IW portfolio addresses.

Sub-component 2.3 will bring new activities and approaches to some of the IW:LEARN signature products and services, including the digitalization of the Experience and Results Notes and upgrade of its design (Figure 6). IW:LEARN will promote and make available new communication tools that will help projects deliver important messages, enable deeper understanding, and motivate engagement through stories and narratives with striking visuals, infographics as well as maps hosted in the IW:LEARN Geospatial Lab. IW:LEARN will also bring in the participation of journalists and media practitioners – one, as trainers to help project staff and communications specialists write captivating stories, and to immerse them to the work of the GEF IW community and catalyze the need for their help in reaching the wider audience.



Figure 6. An illustration of the core activities in Sub-Component 2.3

The role of the PCU will be to lead the implementation of all activities under Subcomponent 2.3, in collaboration with the following partners:

- ICPDR, which has vast experience in producing catalogues of brochures, an in-house magazine (Danube Watch), paper reports, and in formulating a huge amount of extended storytelling and in-depth analysis of Danube-related activities. In parallel, ICPDR maintains a network of journalists and engages writers, publishers and graphic designers, essential to such publications;
- GRID Arendal with extensive expertise in communications and visualization, with experience providing communications training for project teams, journalists and students; maps and graphics production; multimedia storytelling; photography and video production; media outreach; development of print and online publications, including policy briefs; and website design and development will give IW:LEARN the much-needed leverage in embarking into new communication endeavours; and
- The IDB, who will cofinance the activity with support for hands-on communication and training.

Sub-component 2.3 is comprised of four activities:

- Activity 2.3.1: Organize regional communications training workshops, events and webinars on project and data storytelling engaging both projects and journalists;
- Activity 2.3.2: Establish a roster of communication specialists, environmental journalists and media networks;
- Activity 2.3.3: Provide access to references (videos, links, etc.) on communication best practices and tools; and
- Activity 2.3.4: Support the production of publications (print, online) drawing upon the GEF IW portfolio of work and experience in transboundary water systems and their results, and convey key messages and findings.

Activity 2.3.1 Organize regional communications training workshops, events and webinars on project and data storytelling engaging both projects and journalists

Two regional workshops and four webinars will be organized for project staff interested in doing communication works and communication specialists within the GEF IW portfolio, as well as journalists and media practitioners with focus skills upgrading in using the latest innovations in reporting and communications, as well as designing messages and crafting catchy headlines and stories. Both the project participants and media practitioners will benefit from the workshops and events through an active exchange of knowledge and experiences. Additionally, IW:LEARN will embed hands-on exercises in producing visual narrative outputs through tools such as Exposure, Adobe Sparks, Story Maps, and others in the workshops.

The PCU will jointly work with the communication experts in ICPDR and GRID Arendal in identifying topics and framework for each workshop and webinar. The partners will take the lead in outlining criteria for screening journalists and communications experts from outside the GEF IW portfolio and in finalizing a list of participants, as well as in organizing venue, speakers and related arrangements for sponsored participants (in case of face-to-face workshop).

Activity 2.3.2 Establish a roster of communication specialists, environmental journalists and media networks

The participants of the events in 2.3.1 will be included in the roster of communication specialists, journalists and media outlet, which will be established to serve as main resource for the portfolio in channeling press releases and also in finding communication experts to fill in a project need. Opt-in to the roster will be accepted based on a set of criteria prepared by the partners.

The role of the PCU is to provide overall direction in the establishment of the roster and in the long run, to maintain and keep information up-to-date in a dedicated Project Communications webpage. The partners will be responsible in nominating journalists and media firms into the roster. They are also expected to recommend opportunities for the members of the roster to develop their knowledge and skills, and to support relevant portfolio activities such as in helping develop project strategies on how best to communicate scientific issues to the public.

Activity 2.3.3 Provide access to references (videos, links, etc.) on communication best practices and tools

As a new venture of IW:LEARN, this activity will sustain the outputs of Activity 2.3.1 for further use within and outside the portfolio by those who are already reporting about the environment, as well as those who are interested to make the shift. Useful references on key communication, publishing, innovative tools and other formats will be made available in IWLEARN.NET for practitioners and anyone keen in environmental communications and journalism to avail for free. These reference materials can also help young people who are studying community development and natural/environmental science.

The PCU will be responsible for creating and maintaining the Project Communications Hub and in uploading reference materials including outputs of workshops and Webinars, links to other websites.

Activity 2.3.4 Support the production of publications (print, online) drawing upon the GEF IW portfolio of work and experience in transboundary water systems and their results, and convey key messages and findings

IW:LEARN will support the production of publications that delve into the work and experience of the GEF IW portfolio and outputs. This would be in formats such as summaries, factsheets, brochures for policy- and decision-makers. This activity will fund and oversee the production of at least one online or print publication headlining portfolio-wide experience and achievements. At least four summaries, factsheets or brochures will be developed and published in a format suited for policy- and decision-makers specifically explicating and promoting new IW:LEARN themes, such as Nexus investments as a way to reinforce SAPs, or sustainable financing as a mean to address SAP investment priorities.

The PCU will oversee the production of the publications and supervise contractors/publishers, coordinate with experts and partners on content preparation, from start to finish to ensure high quality output. Partners involved in the specific thematic activity featured in the publication will contribute to the preparation and finalization of content.

Component 3: Deliver Intra and Inter-Regional Knowledge Management Across Focal Areas in Small Island Developing States to Improve Portfolio Performance

Small Island Developing States (SIDS) are a recognized classification of countries based on shared socio-economic development constraints, including small population, limited resources, remoteness, susceptibility to natural disasters, vulnerability to external shocks, and excessive dependence on international trade. The growth and development of SIDS is also often hindered by high transportation and communication costs, disproportionately expensive public administration, and infrastructure due to their small size, and little to no opportunity to create economies of scale.⁵ These shared constraints often cut across the GEF focal areas, including several past SIDS focused investments including the GEF-5 Pacific Ridge to Reef Program (GEF ID# 5395) and the GEF-7 Implementing Sustainable Low and Non-Chemical Development in SIDS (ISLANDS) (GEF ID# 10185). The knowledge generated from past and current GEF SIDS investments are an important resource to inform achievement of national sustainable development goals, including the priorities of the Small Island Developing States Accelerated Modalities of Action (SAMOA Pathway).

The vision for Component 3 is to support GEF funded SIDS projects with a focus on the Pacific, Caribbean, and Atlantic and Indian Ocean regions to strengthen their impact at both the regional and inter-regional level. This component will enable primarily the GEF-funded SIDS projects, but also projects financed from other sources, to collectively learn from each other and gain exposure to knowledge and ingenuity within and between the regions linked to GEF objectives, especially including IW focal area objectives. To achieve this, it is imperative that GEF IW:LEARN builds on the IW portfolio's suite of current solutions, finding things that have worked and expanding on them to combine the best understanding, ideas and expertise to generate collective knowledge in order to accelerate progress within SIDS GEF projects and their impact on their regions. Building on the active IW:LEARN community, Component 3 will further facilitate knowledge exchange across GEF focal areas to support SIDS. The activities within Component 3 have been designed to leverage existing ongoing global SIDS partnerships and initiatives to ensure complementarity and efficient implementation and results generation to support SIDS for long-term impact.

The component is designed to leverage baseline programs from key SIDS stakeholders, including the UN-DESA SIDS Unit and UN Inter-Agency Consultative Group (IACG) on SIDS, UNDP SIDS Unit and their

⁵ <https://www.un.org/esa/sustdev/sids/sidslst.htm>

“Rising Up For SIDS” program, and specific SIDS targeted support from UNCTAD, UNESCO, and UNEP. Opportunities to strengthen relationships with other key SIDS organizations will also be explored through this component, such as the Alliance of Small Island States (AOSIS). Collectively, this component baseline represents an intersection of targeted support to SIDS in national sustainable development priorities such as the SDG and SAMOA Pathway complemented with GEF support to strategically link the GEF and SIDS communities.

The Component 3 will, first, aim at supporting the collaboration among SIDS through regional and inter-regional twinning and dialogue activities. Second, it will support the existing dialogues and share IW portfolio freshwater and large marine ecosystem experience through GEF projects. Third, this component will cooperate with other GEF focal area projects of interest to SIDS, and strive to build partnerships with the applicable UNEP Regional Seas or other regional intergovernmental environment bodies as appropriate. And finally, it will seek synergies with the GEF7 Islands program’s knowledge management component.

The following sub-components are foreseen under Component 3:

- **Sub-component 3.1:** Twinning and dialogue activities in support of regional collaboration among SIDS via cooperation among all focal area projects and participating countries;
- **Sub-component 3.2:** Strengthened web portal and resource catalogue to facilitate information-sharing and learning across the SIDS project portfolio in support of the SAMOA Pathway areas and beyond;
- **Sub-component 3.3:** Training courses and other capacity-strengthening guidance developed on cross-cutting topics of relevance to SIDS; and
- **Sub-component 3.4:** Intra and inter-regional training delivered in and among SIDS regions through regional partners.

Sub-component 3.1 Twinning and dialogue activities in support of regional collaboration among SIDS via cooperation among all focal area projects and participating countries (UNEP)

Summary of outputs, outcomes and budget

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

Twinning and dialogue activities in support of regional collaboration among Small Island Developing States via cooperation among all focal area projects and participating countries

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

Enhanced global collaboration and communication among Small Island Developing States

The costs for sub-component 3.1: GEF Grant USD 500,000

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

1.3: Structured and iterative twinning exchange program between projects and institutions with demonstrated excellence in water and ocean management

The project will support SIDS iterative project twinning exchanges (two exchanges in each twinning initiative) between the projects and their identified partners. An enhanced twinning approach will be deployed that builds on previous IW:LEARN and LME:LEARN twinning experiences to promote lasting partnerships between projects through repeat visits and a program of goals to be set over the duration of the IW:LEARN project. This activity will operate in coordination with the broader project twinning activities under sub-component 1.3 with a specific focus on SIDS project stakeholders and GEF funded SIDS projects addressing relevant themes beyond the GEF IW focal area which address the unique development barriers of SIDS.

To ensure relevance with SIDS project needs, specific twinning themes will be identified by SIDS project partners in conversation with the PCU during project execution. Cross-cutting themes that address issues across multiple GEF focal areas will be prioritized, potentially including themes that may not be SIDS specific but are important issues for SIDS countries and coastal countries alike. Potential twinning themes identified for SIDS twinning include, *inter alia*:

- Regional SIDS cooperation of sustainable natural resource management for advance economic resilience, including blue economy priorities;
- Ecosystem based approaches in sustainable management of marine living resources through marine protected areas and marine spatial planning tools;
- Coastal zone management, and coastal pollution reduction, including promotion of ridge-to-reef ecosystem connectivity;
- Integrated water resources and wastewater management, including floods and droughts for island countries;
- Updated alignment of TDA-SAPs with SAMOA Pathway priorities; and
- Support for strengthened engagement of SIDS in United Nations Decade of Ocean Science for Sustainable Development (2021-2030) and in the post 2020 global biodiversity framework; and
- Integrated Ocean Governance to support policy and decision making.

This sub-component will further maintain project funding for ad hoc proposals submitted by GEF SIDS projects wishing to catalyse twinning arrangements.

The sub-component has the following principal 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 SIDS freshwater and marine ecosystems;
- Document and disseminate recommendations and lessons gleaned from the exchanges across participating GEF IW projects; and
- Enhanced exposure of cross-cutting themes and multiple environmental benefits generated by GEF focal areas in support of SIDS priorities, including the SAMOA Pathway.

The activity will contribute to the overall Component 3 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 projects to develop and solicit twinning proposals, help coordinate their logistics and ensure sustained follow-up, monitoring of impact, and sharing the learning with the wider IW:LEARN community, including partner SIDS organizations.

While specific twinning partners under sub-component 3.1 will be identified in conjunction with sub-component 1.3 by the PCU, engagement of active GEF SIDS project partners, such as UNEP Regional Seas conventions and regional intergovernmental organizations will be prioritized where possible. The Inter-American Development Bank offered support to execution of this activity.

Sub-component 3.1 is comprised of three activities:

- Activity 3.1.1: Support programme of iterative twinning between SIDS related projects sharing similar development/ecosystem characteristics;
- Activity 3.1.2: Organise ad-hoc twinning exchanges based on proposals to solve specific technical/governance issues in SIDS; and
- Activity 3.1.3: Facilitate on-going conversation among partners after twinning through web-based options, such as lightning chats.

Due to the COVID-19 pandemics, the in-person exchange between the projects should not take place for at least first three quarters of the first year of the project's implementation. However, during that period, the technical aspects of the twinning exchanges, including exchange of experience, knowledge and methodologies could take place. The communications channels between projects will be established via known online platforms and will be facilitated by the PCU. Partners supporting this sub-component will also be involved in online communications.

Activity 3.1.1: Support programme of iterative twinning between SIDS related projects sharing similar development/ecosystem characteristics

The project will focus on iterative or multiple twinning exchanges between the same identified twinning pairs presented in the twinning proposal. Proposals for twinning will be structured to demonstrate 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 and across GEF focal areas, expected to be in the form of knowledge synthesis materials (for example, a twinning report, an experience note, scientific article to be published in a reputed journal, communication campaign or a video presentation).

The activity will be organised by the PCU in conjunction with sub-component 1.3 and in coordination with UNEP. There will be a focus on identifying twinning project pairs that address important SIDS-specific issues and that generate mutual, realistic and time-bound benefits for both parties. The SIDS specific focus will entail inter-connected or common issues important or share similar ecosystem characteristics among SIDS and would benefit from sustained cooperation.

To capture the full range of GEF focal areas within SIDS, the PCU will work with country GEF operational focal points (OFPs), GEF Agency regional coordinators, and GEF Secretariat that oversee GEF programming across multiple GEF focal areas. As a complement to twinning under sub-component 1.3, this sub-component will also target learning opportunities across SIDS-specific issues that cut across multiple GEF focal areas.

Activity 3.1.2 Organise ad-hoc twinning exchanges based on proposals to solve specific technical/governance issues in SIDS

This activity will build on the 3.1.1. twinning with additional budget support devoted to GEF SIDS relevant IW project twinning exchanges with other, primarily SIDS but also other sharing similar problems, GEF IW projects and/or knowledgeable institutions based on ad hoc proposal submissions to the PCU. Proposed twinning projects will have the opportunity to submit proposals for funding on the basis of cost-sharing, and also demonstrate that the outputs of the twinning will have portfolio-wide benefits in support of SIDS and alignment with advancing SAMOA Pathway priorities.

The proposal identification form will ask projects to indicate the objectives of the twinning, expected outcomes and outputs, a list of participants, 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 UNEP. Similarly, to the other activities this activity is expected to result in enhanced management capacity on specific thematic areas.

Activity 3.1.3 Facilitate on-going conversation among/with twinning partners through web-based options such as lightning chats

As part of the follow up on each twinning, a virtual “Knowledge Dialogue” will be facilitated by the PCU to encourage the continuation of peer-to-peer learning and to monitor the progress of participants in applying the knowledge gained. These proceedings will be posted on the SIDS hub (sub-component 3.2) for wider distribution and knowledge dissemination.

The outcome of this activity will contribute to enhanced collaboration and communication among experts and institutions that support SIDS across the GEF portfolio. This activity will make use of free web-based software such as Skype, or GoToMeeting, provided by IOC-UNESCO as a co-financing. The PCU will organise the chats, propose themes and facilitate the events.

Sub-component 3.2 Strengthened web portal and resource catalogue to facilitate information-sharing and learning across the SIDS project portfolio in support of the SAMOA Pathway (UNDP)

Summary of outputs, outcomes and budget

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

Strengthened web portal and resource catalogue to facilitate information-sharing and learning across the SIDS project portfolio in support of the SAMOA Pathway

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

Enhanced global collaboration and communication among Small Island Developing States

The costs for sub-component 3.2: GEF Grant USD 150,000

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

2.1: GEF IW:LEARN website supporting improved GEF IW project snapshots and a searchable knowledge bank of project experience

The global SIDS community maintains an active exchange of knowledge across several platforms, such as SIDSdock⁶ supporting adoption of cleaner energy, the SIDS Action Platform⁷ in support for implementation of the SAMOA Pathway, and from multiple SIDS partners through mechanisms such as the Inter-Agency Consultative Group (IACG) on SIDS coordinated by UN-DESA.

Based on initial stakeholder feedback, this sub-component will create a new section on the iwlearn.net website for a SIDS Hub. With all the available existing knowledge, the SIDS Hub will prioritize cataloguing available SIDS knowledge resources and opportunities to facilitate information-sharing and learning across the GEF SIDS project portfolio. The goal of the SIDS Hub will be to strengthen dissemination of existing knowledge and knowledge management mechanisms, not duplicate the existing resources. The SIDS Hub aims at becoming the face of the project towards the GEF SIDS portfolio, both including the IW community but also addressing relevant SIDS issues that cut across GEF focal areas. The SIDS hub will leverage the functionalities that already exist on the IW:LEARN web portal and build on the experiences from the similarly structured LME Hub.

The principal objective of this sub-component is to deliver a new communication product and knowledge management resource aimed to complement existing SIDS resources for the general public and GEF SIDS projects personnel, providing a high-quality user experience for the GEF SIDS portfolio.

This sub-component 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 sub-component will be executed in conjunction with the overall improvements of the IW:LEARN website under sub-component 2.1.

The role of the PCU will be to conduct the initial status, gaps, and needs assessments, and to work with SIDS projects across GEF focal areas to develop and solicit material to be uploaded on the SIDS Hub, and provide technical support.

This sub-component will seek to leverage further partner contributions. The project aims to strengthen the IW:LEARN partnership by working with the existing SIDS community as identified by an initial status and needs assessment. This will ideally include leveraging the wealth of existing SIDS knowledge resources through strategic partnerships with:

- UN-DESA SIDS Unit and the IACG on SIDS;
- The AOSIS-managed SIDS Dock;
- Regional Seas Programme prototype knowledge and information system; and
- Other members of the IACG on SIDS coordinated by UN-DESA, including UNCTAD, UNDP, UNEP, and UNESCO.

The sub-component is comprised of two activities:

- Activity 3.2.1: Conduct a two-fold assessment and recommendations for development of SIDS Hub; and
- Activity 3.2.2: Development of the SIDS Hub within the IW:LEARN web site:

⁶ <https://sidsdock.org>

⁷ <https://sidspartnerships.un.org>

Activity 3.2.1 Conduct a two-fold assessment and recommendations for development of SIDS Hub

Within this activity an assessment will be conducted that will inform the development of the SIDS Hub, including: (1) an assessment of all past and current SIDS knowledge materials available online, and; (2) a stakeholder-driven assessment of needs, gaps, and priorities from an IW:LEARN SIDS Hub from the SIDS GEF IW project community and other focal area projects. Based on this assessment, the recommendations will be provided for SIDS Hub content organization, including content assimilation, categorization, and synthesis based on the assessment.

The output of this activity will serve as the initial categorized content, including knowledge products and resources for the SIDS Hub. The knowledge gap assessment will also inform selection of themes and topics for training and twinning within the component, as possible. This activity will ensure the SIDS hub is filling its intended niche that complements existing resources for SIDS to build capacity of the SIDS community in support of delivery of the SAMOA Pathway.

Activity 3.2.2 Development of the SIDS hub within the IW:LEARN web site for the GEF SIDS projects

The outcome of this activity is to strengthen the role of the GEF IW portfolio on SIDS. The SIDS Hub will be a dedicated space to disseminate knowledge for the GEF specific SIDS community. In addition to the baseline knowledge products and resources identified under activity 3.2.1, the SIDS hub will also serve as the main knowledge dissemination tool for the knowledge generated by this project and other ongoing GEF SIDS investments, including SIDS training courses (developed under Sub-component 3.3), collection of SIDS twinning reports and lightning chat recordings, a discussion forum, and other knowledge products. The SIDS Hub will build on the existing IW:LEARN website for hosting and technical support, while relying on SIDS projects' community for ongoing population of information in the SIDS Hub.

The SIDS Hub is versioned to have two levels of information: outreach materials aimed at general public; and a more technical section that will present material relevant for all issues of interest for the SIDS projects' community. The SIDS Hub will follow positive experience from building the similar hub for the LME community in the context of the LME: LEARN.

Sub-component 3.3 Training courses and other capacity-strengthening guidance developed on cross-cutting topics of relevance to SIDS (UNDP)

Summary of outputs, outcomes and budget

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

Training courses and other capacity-strengthening guidance developed on cross-cutting topics of relevance to SIDS

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

Improved coordination of GEF projects & participating country counterparts in Small Island Developing States across all GEF focal areas and increased achievement of relevant environmental performance targets by project participating countries

The costs for sub-component 3.3: GEF Grant USD 200,000

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

1.2: Regional training workshops for GEF IW projects and development partners on cross-cutting themes and key outputs from selected GEF portfolio methodology projects, delivered by partner learning network

3.4: Intra and inter-regional training delivered in and among SIDS regions through regional partners

4.3: Training and capacity building activities in support of marine spatial planning in LME SAP implementation projects

4.4 :Training and capacity building for marine and coastal projects and strategic planning methodologies on strengthening blue economy opportunities

One of the main value-added services of GEF IW:LEARN is the cross-fertilization between projects and their partners that occurs through global and regional face-to-face targeted learning workshops. Targeted training provides a means to strengthen capacity of projects and their partners in the regions. Face-to-face and online learning events also provide an environment for networking and sharing of experiences both during and after the event has concluded. Multiple SIDS project representatives have been engaged in previous IW:LEARN targeted learnings.

For sub-component 3.3, GEF IW:LEARN will identify appropriate partners with experience in subjects relevant for SIDS to develop thematic capacity-strengthening training materials that will be delivered at workshops and project/partner roundtables (sub-component 3.4). As issues and national priorities evolve, the training topics for this sub-component will be carefully selected during execution to ensure that timely SIDS specific support is most efficiently delivered.

The selection of training topics will be informed by multiple elements, including active dialogue with the SIDS community, GEF Agencies and IW community, IW portfolio surveys, corporate and strategic priorities of the GEF Secretariat, and leverage opportunities with existing training events, including with other sub-components of this project. To best serve global SIDS priorities under the SAMOA Pathway, the PCU will prioritize triangulation of GEF SIDS portfolio training needs through consultations with the Inter-Agency Coordination Group (IAGC) on SIDS coordinated by UN-DESA.

This Sub-component 3.3 has the following principal objectives:

- Strengthen the capacity of GEF project coordination units (IW and other focal areas) and their partner institutions in priority thematic areas for SIDS, globally and regionally as relevant to partner needs; and
- Enhance coordination among GEF SIDS projects through face-to-face and online networking, especially targeting regional cooperation.

The role of the PCU will be to work with the UNDP SIDS Unit, leveraging ongoing SIDS support for SDGs and SAMOA Pathway priorities under the “Rising up for SIDS” programme, and other partners to design effective training modules relevant to the context and needs of the GEF portfolio of importance for SIDS.

Where possible, the PCU will leverage SIDS-specific training products with strategic partners as the opportunity allows. For example, building on planned training from SIDS partners, such as UNDP SIDS Unit targeting support for SIDS through three thematic pillars addressing climate change, blue economy, and digital transformation. Where possible this sub-component will seek to leverage partner contributions within the existing SIDS community. This will ideally include leveraging the wealth of existing SIDS knowledge resources through adapting and amplifying existing SIDS-specific trainings from knowledge materials, such as UNCTAD SIDS trainings on sustainable blue financing and addressing economic vulnerability.

The Sub-component 3.3 is comprised of the following activity:

- Activity 3.3.1: Compilation and development of training materials that can be used for online and face to face training on timely subjects identified as high priority for GEF SIDS projects.

Due to COVID-19 pandemics, trainings, when not possible to be organised in person, will be organized virtually to ensure that any COVID-19 related limitations will be dealt with in a timely manner. This will be particularly important during the first year of the project's implementation.

Activity 3.3.1 Compilation and development of training materials that can be used for online and face-to-face training on timely subjects identified as high priority for GEF SIDS projects

The SIDS-specific training materials from this activity will be developed for both online and face-to-face training workshops, especially including the workshops under sub-component 3.4 that promote intra and inter-regional and cross-cutting issues for GEF SIDS projects.

The specific topics of the training material will be identified during project implementation to ensure timely support that addresses the most important identified needs. The training topics will be guided in advance by discussions with the SIDS community, GEF Agencies and IW community, IW portfolio surveys, corporate and strategic priorities of the GEF Secretariat, and leverage opportunities with existing training events, including with other sub-components of this project, and in triangulation with global SIDS support community aligned with the SAMOA Pathway goals. Where additionally relevant to identified themes, existing knowledge generated from past GEF projects, especially IW targeted research projects, will be incorporated into training material, such as outcomes from the GEF IW Blue Forest project. The following initial list of training themes will be used as a starting point to frame conversations using the above resources and stakeholders, including themes linked with climate resilience, digital transformation, and the blue economy aligned with the UNDP SIDS Unit "Rising up for SIDS" programme. Illustrative examples of the specific subjects for the SIDS training modules might include:

- Accelerating climate action across SIDS through nature-based solutions
- Inclusive Blue Economy (Hyper-targeted tourism; Repurposing excess localized waste or biotechnology for waste management; developing mariculture to mitigate stress on natural catches; marine renewable energy);
- Decreasing economic vulnerability through promotion of regional trade on marine commodities;
- Building socio-economic resilience in SIDS through fostering productive capacities and structural economic transformation, i.e. by utilizing UNCTAD's global Productive Capacities Index (PCI);
- Addressing food security risks through strengthened domestic seafood value chains;
- Flood and Drought management on low-lying islands and atolls;

- Promotion of ecosystem-based fisheries management through marine protected area networks and marine spatial planning;
- Innovative solutions powered by traditional knowledge;
- Harnessing digital transformation tools for natural resource management;
- Support towards oceans science issues aligned with the United Nations Decade on Ocean Science for Sustainable Development; and
- Ecosystem based indicators, monitoring frameworks and reporting.

The outcome of this activity will support the development of blended learning for online and face-to-face learning pathways by building on existing practices. The online trainings will be disseminated via the SIDS Hub (sub-component 3.2) and face-to-face learning will be achieved via SIDS specific intra and inter-regional and global workshops, including events at future IW Conferences (sub-component 3.4).

Sub-component 3.4 Intra and inter-regional training delivered in and among SIDS regions through regional partners (UNEP)

Summary of outputs, outcomes and budget

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

Intra and inter-regional training delivered in and among SIDS regions through regional partners

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

Improved coordination of GEF projects & participating country counterparts in Small Island Developing States across all GEF focal areas and increased achievement of relevant environmental performance targets by project participating countries

The costs for sub-component 3.4: GEF Grant USD 350,000

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

1.1: GEF Biennial International Waters Conferences 10 and 11 for GEF wide portfolio of IW projects and other relevant partners

1.2: Regional training workshops for GEF IW projects & development partners on cross-cutting themes and key outputs from selected GEF portfolio methodology projects, delivered by partner learning network

3.2: Strengthened web portal and resource catalogue to facilitate information-sharing and learning across the SIDS project portfolio in support of the SAMOA Pathway

3.3: Training courses and other capacity-strengthening guidance developed on cross-cutting topics of relevance to SIDS

4.3: Training and capacity building activities in support of marine spatial planning as a tool for strengthening blue economy opportunities

This sub-component is directed towards increasing the technical capacity via organization of appropriate training in three key SIDS regions: Caribbean Sea, Pacific Ocean, and Atlantic/Indian Ocean. The project will work in close cooperation with the project's partners, GEF Agencies, and the GEF IW portfolio to deliver targeted cross-cutting workshops. Training topics will be primarily those developed as training modules in sub-component 3.3. In addition to intra and inter-regional regional workshops, training activities will also be carried out at two higher levels:

- One global SIDS workshop to follow up on the training carried out in three SIDS regions with the aim of sharing lessons learned and experience inter-regionally; and
- One SIDS pre-conference workshop at IWC11.

The sub-component will have the following principal objectives:

- Strengthen the capacity of GEF project coordination units and their partner institutions in priority thematic areas, regionally and globally; and
- Enhance regional coordination among GEF IW projects through face to face networking.

The GEF IW:LEARN funding will allow for additional SIDS-related and non-IW GEF projects to attend workshops where they would not normally attend through only an incremental cost. GEF project 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, contractors and GEF IW projects to implement developed training modules relevant to the context and needs of the GEF IW SIDS portfolio. The PCU will be responsible for helping to coordinate logistics, ensuring sustained follow-up, monitoring impacts, and sharing the learning with the wider IW portfolio.

Sub-component 3.4 is comprised of three activities:

- Activity 3.4.1: Work with partners and regional bodies to organize a series of at least three intra-regional training workshops;
- Activity 3.4.2: Organize an inter-regional SIDS training workshop to follow up on the training and to share lessons learned and experience inter-regionally; and
- Activity 3.4.3: Organize a SIDS pre-conference training workshop at IWC11.

Due to COVID-19 pandemics, trainings when not possible to be organised in person, will be organized virtually to ensure that any COVID-19 related limitations will be dealt with in a timely manner. This will be particularly important during the first year of the project's implementation.

Activity 3.4.1: Work with partners and regional bodies to organize a series of at least three intra-regional training workshops

The project will deliver at least three targeted cross-cutting training 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 (sub-component 1.1). The workshops will follow the principle of "blended learning", starting with online learning resources to introduce general principles of an identified SIDS specific training topic that are then followed by face-to-face section of the course

focused on more specific and targeted material that builds on regional or country specific examples, where possible.

The intra-regional workshops under this activity will be executed by the UNEP Regional Seas Programme and facilitated by the respective regional conventions and associated organizations to allow for consistent delivery across the three SIDS regions. This includes the Cartagena Convention for the Caribbean Sea, the Nairobi Convention for Africa/Indian Ocean, and SPREP for the Pacific Ocean. Where possible, the workshops will build on existing regional events to reduce transaction costs, and the time and carbon footprints of workshop participants. The PCU will identify such opportunities through strategic partnerships within the global SIDS community. All knowledge generated at the workshops will also be globally disseminated through the SIDS Hub (sub-component 3.2).

Activity 3.4.2: Organize an inter-regional SIDS training workshop to follow up on the training and to share lessons learned and experience inter-regionally

The inter-regional SIDS workshop will be organised that supports targeted training on an identified issue of shared importance among SIDS regions. The workshop will follow up on the intra-regional training workshops and promote inter-regional cooperation and be organized between the IWC 10 and IWC 11. The global SIDS workshop will build on similar IW:LEARN experiences, including LME global workshops and Science global workshops.

The global inter-regional workshops under activity 3.4.2 will be executed by the UNEP Regional Seas Programme in coordination with the GEF IW: LEARN PCU. For consistent delivery of this activity with the activity 3.4.1, a UNEP Regional Seas conventions and associated organization will host the global workshop within one of the SIDS regions.

The specific location and respective organization will be identified during project execution by the PCU and UNEP Regional Seas Programme. Where possible, the workshops will build on existing regional events to reduce transaction costs, and the time and carbon footprints of workshop participants. The PCU will identify such opportunities through strategic partnerships within the global SIDS community, potentially including an annual Global Multi-stakeholder SIDS Partnership Dialogue. All knowledge generated at the workshops will also be globally disseminated through the SIDS Hub (sub-component 3.2).

Activity 3.4.3: Organize a SIDS pre-conference training workshop at IWC11

Building on similar thematic trainings in advance of IW Conferences (IWC), a SIDS pre-conference workshop will be held in advance of a future IWC (IWC 11 currently targeted). The SIDS pre-conference workshop will provide a strategic forum to feature the results of the multiple training activities in advance of the IWC to the broader IW community. The SIDS pre-conference workshop will also be an important opportunity for the GEF SIDS community to evaluate the current knowledge management approach and identify future phases of IW:LEARN support.

The pre-conference workshop under activity 3.4.3 will be organized by the UNEP Regional Seas Programme in close coordination with the GEF IW: LEARN PCU. The pre-conference workshop will be held at the same location as the IWC and in the day(s) preceding respective ICW (location and date TBD). All knowledge generated at the pre-conference workshop will also be globally disseminated through the SIDS Hub (sub-component 3.2).

Component 4: Deliver Support to Surface Freshwater, Groundwater and Large Marine Ecosystem Subsets in Support of Portfolio Strategic Priorities

The GEF7 Programmatic Directions highlight several strategic priorities for the 2018-2022 GEF IW specific portfolio ecosystem types in the international waters focal area. The overarching Objectives include Strengthening Blue Economy Opportunities, Improving Management in the Areas Beyond National Jurisdiction and Enhancing Water Security in Freshwater Ecosystems. Within these areas there are sub-priorities, some of which the project aims to address to enhance portfolio capacity. The component will contain activities to directly address some of these strategic priorities in support of investments in groundwater, surface freshwater and marine/coastal ecosystems.

First, the component will support Objective 3, Enhance Water Security in Freshwater Ecosystems, and in particular Strategic Action 3.3. Investments in Water, Food, Energy and Environmental Security. Activities will include knowledge exchanges, training on new tools in key regions and sub-regions on Water, Food, Energy and Environmental Security, to help guide transboundary regional projects in supporting their participating countries to address these trade-offs and incorporate them into the TDA-SAP Process.

Second, the component will support Objective 3's Strategic Action 3.2 on enhancing regional and national cooperation on shared freshwater surface and groundwater basins. Activities will feature exchanges and programmatic guidance on policy formulation regarding the conjunctive management of linked groundwater and surface freshwater ecosystems through better governance, as well as with coastal and ocean projects.

Third, the Component will support Objective 1's Strategic Action 1.1 on sustaining healthy coastal and marine ecosystems, in particular investments that focus on mainstreaming marine area-based management and spatial tools in regional entities. The activities will help advance large marine ecosystem projects in guiding participating countries towards transboundary Marine Spatial Planning (MSP). In addition, the Component will support Objective 1, Strategic Action 1.1, with a focus on supporting the portfolio with the development and implementation of environmentally sustainable blue economy strategies. Activities will include the development of a training package, synthesis materials and guidance to marine and coastal projects and strategic planning methodologies in addressing the development and implementation of blue economy opportunities.

Finally, the component will support Strategic Action 1.1's focus on fostering collaboration among LMEs, Regional Seas conventions and RFMOs to protect and restore these key habitats. Activities will feature annual meetings and dialogue to strengthen collaboration among LME projects, Regional Seas, Regional Fisheries Management bodies, Areas Beyond National Jurisdiction and River Basin Organizations (RBOs), particularly through the Annual Marine Consultation process.

Four sub-components are foreseen under Component 4:

- **Sub-component 4.1:** Knowledge exchanges on Water, Food, Energy and Environmental Security in transboundary basins;

- **Sub-component 4.2:** Exchanges to promote conjunctive management through governance of freshwater in GEF projects, both groundwater and surface water, as well as with coastal and ocean projects;
- **Sub-component 4.3:** Training and capacity building activities in support of marine spatial planning as a tool for strengthening blue economy opportunities; and
- **Sub-component 4.4:** Global and regional dialogue activities to promote collaboration among LMEs, Regional Seas bodies and Regional Fisheries Management Organizations (RFMOs), Areas Beyond National Jurisdiction (ABNJ) and River Basin Organizations (RBOs), especially via the Annual LME Consultation.

Due to the COVID-19 pandemics, short-term constraints on travel and group gatherings, probably to take effect during the first year of the project's implementation, are being considered and on-line or remote learning and other communication options will be utilised where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Sub-component 4.1. Knowledge exchanges on Water, Food, Energy and Environmental Security in transboundary basins (UNDP)

Summary of outputs, outcomes and budget

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

Knowledge exchanges on Water, Food, Energy and Environmental Security in transboundary basins

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

Improved management of transboundary freshwater and marine ecosystems

The costs for sub-component 4.1: GEF Grant USD 250,000

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

Component 1: Provide Targeted Knowledge Sharing and Results Showcasing Across Projects and Development Partners (Through Face-to-Face Dialogue and Training) to Advance Transboundary Water Management in All IW Focal Area Ecosystems

Component 5: Mobilize Public and Private Partnership to Enhance Long-term Sustainability of Project Interventions

Securing supply for water, energy, food and ecosystem services and addressing associated trade-offs of this nexus is a challenge in most transboundary basins to one extent or another. 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. Addressing the Nexus trade-offs is an explicit part of the GEF7 international waters focal area strategy, and in particular something that all freshwater basin projects need support in addressing.

The previous phase of GEF IW:LEARN supported activities in support of addressing Nexus trade-offs both globally and in the South-eastern European region, led respectively by the UNECE and GWP. The UNECE

activity resulted in a synthesis document on nexus assessments, with a consolidated nexus assessment methodology and experience from its application. A number of global workshops were conducted with approximately 88 countries in attendance. Short training sessions on the topic were conducted at the GEF Biennial International Waters Conference. For its part, GWP led a series of Nexus dialogues for policymakers in the South-eastern Europe region.

In this phase, IW:LEARN will support new and different types of activities to support GEF IW projects to address Nexus trade-offs. First, the Sub-component 4.1 will feature a new hub at iwlearn.net containing information about tools. Second, the TDA-SAP Methodology will be expanded to address Nexus trade-offs throughout the TDA-SAP Process. Third, results of a key GEF nexus global project will be disseminated to the portfolio. Finally, the sub-component will support Nexus roundtables in at least five portfolio regions to build capacity and draw in different types of stakeholders at the heart of Nexus trade-offs.

The sub-component will aim at realizing the following objectives:

- Raise awareness and capacity of GEF IW project coordinators and partners to address Nexus inter-sectoral trade-offs; and
- Improve the TDA-SAP Methodology by incorporating Nexus issues more explicitly.

The Sub-Component 4.1 will contribute to the overall goal of the Component 4 by building the capacity of the project portfolio to implement the objectives of the GEF7 strategy, particularly in the context of addressing Nexus inter-sectoral trade-offs.

The PCU will work with partners and GEF IW projects to establish an effective knowledge exchanges mechanism on Water, Food, Energy and Environmental Security in transboundary basins in specific regions. It is expected that the sub-component will leverage further partner contributions. The project will work with:

- Center for System Solutions: Co-design and facilitation of workshops with other GEF partners and development of social or policy simulation or use of an existing simulation i.e. Nexus Game), which directly addresses Nexus and transboundary topics and engages on-the-ground partners into knowledge development;
- GWP: facilitation of the Africa and Mediterranean roundtables and the Nexus tools;
- SIWI: the Nexus tools;
- IIASA will introduce content and disseminate the results of the ISWEL project into roundtable sessions;
- Inter-American Development Bank;
- The University of New South Wales Global Water Institute will contribute content including its publication 'Water, Energy and Food Security Nexus in the Pacific';
- OAS: facilitation of Latin America and Caribbean roundtable;
- UNECE will assist in facilitation of the Roundtables and can contribute on nexus tools to inform TDA-SAP development and experience exchange as well as towards the development of a framework within the TDA-SAP Methodology to identify water-energy-food-ecosystems Nexus investments, also including to reinforce SAPs. As a complementary support, UNECE can provide a platform for knowledge exchange (Task Force on the Water-Food-Energy-Ecosystems Nexus) to GEF IW projects; and

- The MedProgramme child project on the Nexus, will assist through working with the Partnership for Research and Innovation in the Mediterranean Area (PRIMA).

Sub-component 4.1 is comprised of the following activities:

- Activity 4.1.1: Development of a toolbox platform identifying water-energy-food-ecosystem models, tools and case studies, including a synthesis of Nexus investments;
- Activity 4.1.2: Development of guidance on how to use Nexus investments to reinforce Strategic Action Programs, including supplemental guidance in the TDA-SAP Methodology;
- Activity 4.1.3: Dissemination of results of the ISWEL project approaches and other approaches through targeted workshops in all GEF regions and IWCs; and
- Activity 4.1.4: Support Nexus Roundtables in 5 project contexts, involving the participation of representatives of major economic sectors and policymakers and featuring a new policy consideration' simulation.

Due to the COVID-19 pandemics, constraints on travel and group gatherings will affect the implementation of the activities in this sub-component during the first year of the project's implementation. Other options are being considered, in particular for the in-person workshops and roundtables, such as on-line or remote communication options. They will be used where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 4.1.1 Development of a toolbox platform identifying water-energy-food-ecosystem models, tools and case studies, including a synthesis of Nexus investments

The project will support the establishment of a hub at the iwlearn.net website containing an array of nexus models, tools and case studies as well as a synthesis of example Nexus investments drawn from within and beyond the GEF IW portfolio. Several Nexus assessments have been undertaken already in basins with GEF IW investments, such as the Kura, Drin and Drina in Eastern Europe, but further assessments have also been done in a variety of other regions including basins such as the Indus and Zambezi. The activity will contribute to strengthening management of transboundary freshwater ecosystems by increasing awareness on the various Nexus related materials.

The role of the PCU will be to lead the development of the proposed hub together with the GWP, SIWI and UNECE.

Activity 4.1.2 Development of guidance on how to use Nexus investments to reinforce Strategic Action Programs, including supplemental guidance in the TDA-SAP Methodology

Development of a Transboundary Diagnostic Analysis (TDA) and Strategic Action Program (SAP), taken together as the TDA-SAP Process, is fundamental to every regional GEF IW project. The main role of the TDA is to identify, quantify, and set priorities for environmental problems that are transboundary in nature. Ultimately, a TDA provides the factual basis for the formulation of an SAP, which lays out actions at the regional level to address the problems identified in the TDA. The Process supports a facilitative process of engagement and consultation with all the key stakeholders. Consideration of Nexus issues is inherent to any TDA formulation and the actions in the SAP may support implementing Nexus investments. While inherent to the Process, the TDA-SAP Methodology has never been enhanced with specific guidance on the identification of Nexus trade-offs in the TDA and the suggestions of investments for inclusion into an SAP. The project will incorporate these modifications into the Methodology. The

activity will contribute to the outcome of strengthening management of transboundary freshwater ecosystems by improving the fundamental Process guiding transboundary freshwater projects.

The role of the PCU will be to lead the revisions of the Methodology. The project will work with UNECE, GWP and The University of New South Wales Global Water Institute.

Activity 4.1.3 Dissemination of results of the ISWEL project approaches and other approaches through targeted workshops in all GEF regions and IWCs

The GEF invested in global work on the Nexus through the GEF financed, United Nations Industrial Development Organization (UNIDO) implemented and International Institute for Applied Systems Analysis (IIASA) executed Integrated Solutions for Water, Energy, and Land (ISWEL) project. The ISWEL project explored cost-effective solutions to jointly meet water, land and energy demands under different development and climate pathways. It developed an integrated nexus assessment framework, focused on the assessment of nexus solutions across scales and support the development of nexus capacities within the basins (Indus and Zambezi).

The project will promote dissemination of the results of the ISWEL project approaches, both the integrated framework as well as lessons from the building of capacity in those basins. The implementation of this activity will be linked to activities in Component 1. This will be undertaken through sessions at both International Waters Conferences (Sub-component 1.1), and two regional workshops (Sub-component 1.2) with online dissemination sessions preceding those events. This activity will support the Component outcome of improved management of transboundary freshwater ecosystems by raising awareness about tested Nexus approaches.

The role of the PCU will be to facilitate the participation of experts into these virtual and face-to-face sessions. The project will coordinate with IIASA on introducing content and disseminating the results of the ISWEL project into sessions.

Activity 4.1.4 Support Nexus Roundtables in 3 project contexts, involving the participation of representatives of major economic sectors and policymakers and featuring a new policy considerations simulation

The project will support two Nexus Roundtables in all GEF regions, anchored by strategic partnerships with a given GEF project in the region. The Roundtables will be focused on a single project as a case study but open to participation by other projects. Each Roundtable will be supported by matching funds from the host project as well as other partners' co-finance. These Roundtables will focus on advancing consideration of Nexus trade-offs and investments in the project and regional context. Each Roundtable will feature two specific elements. The first, at the request of GEF IW projects, will be the participation of representatives of various private and public sector entities managing key sectors in the region's specific Nexus issues (for example, agriculture, hydropower etc.), in addition to government representatives, basin organizations and project staff. The second would be deployment of simulation exercises, utilizing for example, the Nexus Simulation Game developed by IIASA and the Center for System Solutions. These Roundtables will contribute to the Component outcome of improved management of freshwater ecosystems directly by supporting improved management in five specific basins.

The role of the PCU will be to facilitate the Roundtables together with hosting GEF IW projects. The project will work with Centre for Systems Solutions, GWP, OAS, UNECE, IDB and the MedProgramme.

Sub-component 4.2: Exchanges to promote conjunctive management through governance of freshwater in GEF projects, both groundwater and surface water, as well as with coastal and ocean projects (UNDP)

Summary of outputs, outcomes and budget

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

Exchanges to promote conjunctive management through governance of freshwater in GEF projects, both groundwater and surface water, as well as with coastal and ocean projects

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

Improved management of transboundary freshwater and marine ecosystems

The costs for sub-component 4.2: GEF Grant USD 250,000

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

1.4: Participation in key global and regional dialogue processes to showcase GEF IW results, build partnerships and facilitate cooperation

Many countries and lake/river basins have invested significantly in better understanding their surface water availability and use. Groundwater management is a major challenge in international river basins. 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 a “work in progress”. Basin institutions need substantial support in advancing the groundwater agenda within an Integrated Water Resources Management (IWRM) framework.

Since 2011, GEF IW:LEARN has been engaged in the topic of groundwater and in support to the focal area’s groundwater portfolio especially through the work of UNESCO’s International Hydrological Programme (IHP). In previous phases, 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.

The GEF IW:LEARN will continue facilitating the exchange to promote conjunctive management of groundwater and surface waters as well as with coastal and marine projects, with a view to raising the capacity of projects to undertake appropriate management actions. The learning process will be put in practice via blended training exercises and through supporting major international water events where results of the project will be presented.

The Sub-component will have two principal objectives:

- Strengthen the capacity of the GEF IW freshwater portfolio, particularly its groundwater portfolio sub-set; and
- Support implementation of conjunctive surface and groundwater management in transboundary contexts.

The Sub-Component will contribute to the overall goal of the Component by building the capacity of the project portfolio to implement the objectives of the GEF7 strategy, particularly in the context of conjunctive management and groundwater governance. Partnerships will be mobilized, to work together for improved learning and knowledge management to impact results, advance conjunctive management. The activity will also seek to enhance the capacity of the GEF IW portfolio in groundwater governance issues.

The PCU will work with partners and GEF IW projects to establish an effective knowledge exchange on conjunctive management. The project will coordinate with the SIWI, the OAS, IHP of UNESCO, IOC of UNESCO, International Groundwater Resource Assessment Centre (IGRAC) and the International Atomic Energy Agency (IAEA) to create content and facilitate the exchange events. The project will also seek partnerships with national-level centers of excellence, such as the German Federal Institute of Geosciences and Natural Resources (BGR), United States Geological Service (USGS) and the Geological Survey of Brazil (CPRM)

Sub-component 4.2 is comprised of two activities:

- Activity 4.2.1: Dialogues to promote conjunctive management of surface water and groundwater GEF projects; and
- Activity 4.2.2: Enhance the capacity of the GEF projects in groundwater governance issues.

Due to the COVID-19 pandemics, constraints on travel and group gatherings will affect the implementation of the activities in this sub-component during the first year of the project's implementation. Other options are being considered, in particular for the in-person dialogues, such as on-line or remote communication options. They will be used where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 4.2.1: Dialogues to promote conjunctive management of surface water and groundwater GEF projects

The project will facilitate with partners three global events to promote conjunctive management of surface water and groundwater GEF projects. These three conjunctive management dialogues will link aquifers with river basins, and feature projects which already address conjunctive management within their project design, as well as standalone groundwater projects with their river basin partners.

This activity will be aimed at setting the basis for cooperative approaches and conjunctive management of surface and groundwater within a transboundary setting. The dialogues will also support training to enhance the capacity of the GEF System in groundwater issues. The training components will include issues such as, data management, monitoring and isotope hydrology techniques, and will be drawing on partner contributions. The dialogues will be preceded by virtual information sharing to promote a blended learning approach and ensure participant preparation. They will promote both South-South and North-South exchange on aquifer management good practice. Crucially, the IW:LEARN project will ask

participating organizations to commit to certain actions as a result of the dialogues, and the project will track the progress on them.

The dialogues will contribute to the Component 4's outcome of improved freshwater management by raising 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.

The role of the PCU will be to organize the dialogues in conjunction with project partners, who will be providing facilitation and content for the dialogue events. The project will coordinate with:

- SIWI;
- OAS (for a LAC Dialogue);
- IHP of UNESCO;
- IGRAC;
- IOC of UNESCO;
- IAEA; and
- Regional and national partners of the groundwater portfolio, such as the Groundwater Management Institute of the Southern African Development Community (SADC-GMI), the Sahel and Sahara Observatory (OSS), German Federal Institute of Geosciences and Natural Resources (BGR), United States Geological Service (USGS) and the Geological Survey of Brazil (CPRM) and more.

Activity 4.2.2: Enhance the capacity of the GEF projects in groundwater governance issues

The members of UN-Water designated 2022 to be the year of groundwater “Making the Invisible Visible”. That year’s World Water Day and World Water Development Report will be built around that theme. This project activity will focus on preparing the portfolio to support this event and engage accordingly with the various processes, in particular, leading up to the proposed Groundwater Summit 2022, initiated by IGRAC. The activity will support a global portfolio meeting on groundwater ahead of 2022, where efforts will be concentrated to international waters being present and visible. This portfolio meeting will also coordinate the GEF IW portfolio’s contribution of transboundary elements to the “Catalogue on groundwater management and governance tools, measures and instruments”. The activity will support online interaction and coordination with the portfolio and partners, as well as a substantial presence at the Groundwater Summit itself. All of this will support the Component 4’s outcome by improving management of freshwater ecosystems.

The role of the PCU will be to organize the dialogues in conjunction with project partners, who will be advising and preparing the event and guiding the portfolio on groundwater governance issues.

Sub-component 4.3 Training and capacity building activities in support of marine spatial planning as a tool for strengthening blue economy opportunities (UNDP and UNEP)

Summary of outputs, outcomes and budget

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

Training and capacity building activities in support of marine spatial planning within broader strategic planning for ocean-based sustainable development as a tool for strengthening and distributing blue economy opportunities

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

Improved management of transboundary marine ecosystems

The costs for sub-component 4.3: GEF Grant USD 500,000

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

3.3: Training courses and other capacity-strengthening guidance developed on cross-cutting topics of relevance to SIDS

5.3: Training support to portfolio on attracting sustainable financing to address SAP investment priorities

Within the Large Marine Ecosystem, Marine Spatial Planning (MSP) is still a relatively new concept and most of the ongoing projects and initiatives are the first to start a transboundary MSP process. Examples of transboundary MSP processes, although growing in number, are still limited, especially from outside the European Union. While there is a lot of discussion about MSP in local communities and at national levels, there are still challenges in understanding the practical applications of MSP concepts, particularly in the transboundary context. Also, it is important to understand that MSP is not a concept based on a sectoral approach, i.e. one that is geared towards promoting a single activity only, as an exclusive driver for the Blue Economy, private sector, conservation, building resilience, etc., but that it stems from the Ecosystem Based Management approach and that it is integrating in its nature. MSP and strategic marine planning can support the delivery of a range of environmental, social and economic benefits flowing from sustainable, resilient and inclusive blue economies.

The Blue Economy is a more narrowly defined concept than the Ocean Economy. In addition to being a collection of coastal and marine economic sectors, the Blue Economy concept identifies the oceans as areas for potential sustainable development of both existing and new sectors, ensuring environmentally and socially sustainable commercial activities such as tourism, extractive industries, renewable energy production, fisheries and aquaculture, coastal development and marine transport, as well as local communities and stakeholders relying on healthy and productive oceans and coasts for their sustainable livelihoods and resilience.

As the Blue Economy expands, the natural assets of the oceans and seas face increasing and cumulative pressures. Competition for ocean space will increase when economic activities boost and generate added demand in ocean-related industries. There is an immediate need to manage oceans and seas more coherently and safeguard them against activities that undermine the basis on which ocean industries depend. A sustainable blue economy calls for a strategic and integrated approach to sound planning the development of oceans and sea areas. MSP is increasingly gaining a reputation as a powerful instrument to put 'ocean space' on the sustainable development agenda and support a development path towards a sustainable blue economy. However, MSP should be embedded in a broad policy and strategic planning context geared to deliver both social, economic and environmental development objectives beyond a mostly maritime-focused "Blue Economy". Following the above, the

“Blue Economy” could be defined as an economy that seeks to halt the loss of biodiversity and to harness the power of natural capital and the benefits that marine ecosystems provide. It is an economy based on circularity, collaboration, resilience, opportunity, and interdependence. Its growth is driven by investments that ensure the sustainable use of marine and coastal resources while also reducing carbon emissions and pollution, enhancing energy efficiency, promoting sustainable, resilient and inclusive economic growth, and preserving and improving livelihoods across a range of sectors.

To foster progress towards more sustainable and equitable use of marine and coastal resources, there is an opportunity for coastal and island nations to deploy a suite of tools to enhance comprehensive ocean policy-making and implementation tailored for their specific context and needs. These tools can foster a holistic understanding of the opportunities and constraints that lie within Exclusive Economic Zones (EEZs) to inform policy formulation, adoption and investment processes towards long-term environmental sustainability. This includes decision-support tools for development and implementation of tailored pathways towards sustainable, resilient and inclusive blue economies and guidance on institutional arrangement to strengthen Blue Economy opportunities including regional cooperation and national action.

In the GEF LME:LEARN project, implemented in parallel with the previous phase of IW:LEARN, significant advances were made with the preparation of programmatic guidance materials for the LME portfolio. That project delivered the first toolkit on transboundary MSP, as well as an accompanying blended training course, in close collaboration with IOC of UNESCO and UNDP Cap-Net, which also included the Blue Economy module. Three regional trainings were conducted for the LME portfolio, as well as project stakeholders from other GEF focal areas. In addition, the GEF LME:LEARN project produced an analysis of the existing information management practices for Data and Information Management (DIM) in the context of Large Marine Ecosystems, and developed a catalogue of information and indicators needed for LME management and accompanying action plan to implement the respective recommendations.

The 20th LME Annual Consultation Meeting, held in November 2018 in Marrakech (Morocco) discussed the issue of integrating MSP into the TDA-SAP process, its challenges and synergies, elements for integration, expected outputs and possible methodological approaches. The participants supported the initiative by stressing that MSP may be an important tool for the SAP implementation but that some methodological issues need to be solved. They particularly stressed the fact that because SAP is a problem-solving tool with a potential to offer many opportunities, it is similar to MSP, which is built upon the similar premises. In addition, both tools have a very strong transboundary connotation.

In this phase, IW:LEARN will focus on development of a practical methodological approach for integration of MSP and broader strategic planning into the TDA-SAP process with a view of incorporating opportunities for development and implementation of sustainable blue economy strategies and pathways in Large Marine Ecosystems. Based on the methodology, a series of practical training workshops will be implemented in three regions: Asia and Pacific; Latin America and Caribbean; and Africa and Indian Ocean.

The sub-component will have the following principal objectives:

- Clarify methodological issues related to integration of MSP and practical strategic planning of sustainable blue economy pathways into TDA-SAP process and create a robust and practical procedure;

- Strengthen the capacity of GEF project coordination units and their partner institutions to integrate MSP and sustainable blue economy pathway identification into the TDA-SAP process; and
- Strengthen the capacity of GEF project coordination units and their partner institutions to integrate the sustainable blue economy principles in transboundary marine management using MSP, practical strategic planning and decisions-support tools.

The Sub-Component 4.3 will contribute to the overall goal of the Component 4 by building the capacity of the project portfolio to implement the objectives of the GEF7 strategy, particularly in the area of advancing MSP, strategic planning and decision-support across LMEs in support of developing and implementing environmentally sustainable blue economy development strategies.

This sub-component will be jointly implemented by UNDP and UNEP. The role of the PCU will be to work with partners to prepare the methodology for integration of MSP and sustainable blue economy pathway identification into the TDA-SAP process, aiming at developing such an approach that will be easy to use in a variety of environmental and developmental contexts, as well as to carry out the capacity building exercises.

Sub-component 4.3 is comprised of three activities:

- Activity 4.3.1: Development of a practical approach to integrate MSP and strategic planning and decision-support on sustainable blue economy pathways into the TDA-SAP process with a view to strengthening sustainable blue economy opportunities in Large Marine Ecosystems, and develop appropriate training material;
- Activity 4.3.2: Work with partners and/or GEF IW projects to organize a series of at least three (3) regional trainings on basic concepts and specific technical issues of MSP and sustainable blue economy pathway identification; and
- Activity 4.3.3: Work with partners and/or GEF IW projects to organize a series of at least three (3) regional trainings on MSP for sustainable blue economy pathway implementation in the context of the TDA-SAP process.

Due to the COVID-19 pandemics, short-term constraints on travel and group gatherings, probably to take effect during the first year of the project's implementation, are being considered and on-line or remote learning and other communication options will be utilised where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 4.3.1: Development of a practical approach to integrate MSP and strategic planning and decision-support on sustainable blue economy pathways into the TDA-SAP process with a view to strengthening sustainable blue economy opportunities in Large Marine Ecosystems, and develop appropriate training material

While there exist a number of approaches to MSP, many of them being implemented in practice, there is a need to develop an approach that will facilitate integration of MSP and strategic planning for sustainable blue economy as public policy tools for the TDA-SAP process. This practical approach will link into the TDA-SAP Methodology by combining existing ocean governance tools and frameworks (including integrated ocean management, marine spatial planning and integrated coastal zone management) with tools and broader frameworks for sustainable economics (including natural capital mapping, green economy e.g. macro-economic models and fiscal policy, “doughnut economics”, and the

SDGs). First, an initial scoping exercise will be performed, then the foundations for the approach will be researched and, finally, the approach itself developed. This work will be connected with a Sustainable Blue Economy Decision Support Framework and learning package under development by UNEP and partners.

In the early stages of the research and development phase, a small workshop will develop a draft approach. The approach will also take in consideration the results of the activity on Data and Information Management for LMEs, carried out in the preceding GEF LME:LEARN project. The resulting catalogue of information and indicators for LMEs have a strong relevance for this activity.

Materials based on this draft approach will be tested with LME managers in a second workshop, where the focus will be on eliciting feedback on the draft approach and materials and improving them based on the hands-on expertise of LME PCUs. Following another round of refinement of the approach and training materials after the second workshop, a final draft will be shared for online consultation, and then finalised. This co-development approach between experts and LME practitioners will help ensure that the outputs are not just theoretically robust, but also provide a pragmatic and tangible practical benefit to future trainees. If feasible, the project will support development of a specific section of the methodology integrating source-to-sea approach in support of a greater coordination among adjacent transboundary water ecosystems.

The project will then develop training materials and tools that can be used to support the approach gaining traction within different LME regions. The training materials will be compatible with existing training materials, such as the MSP training package developed by GEF LME:LEARN project and UNEP SBE decision-support framework and learning package. These are rooted in established and evolving standards, practices and frameworks for MSP, including those developed by IOC-UNESCO and UNEP. Due to the inherent transboundary nature of the TDA-SAP process, the materials will also draw on the work of the MSP Global Project, in particular soon to be developed guidance document for cross-border and transboundary MSP, as well as experience from other transboundary MSP initiatives, such as the Mami Wata project⁸, the GEF UNEP Adriatic project⁹, and the GEF UNDP Joint Demonstration Area project between Mauritius and Seychelles. If feasible, the training material will also contain a specific source-to-sea module.

The training material will be developed and tested in one LME (through the second workshop mentioned above). Following its subsequent refinement, it will be rolled out and implemented in training events in further LME regions in Activity 4.3.3. The expertise of the participants in these three regional trainings will, in all likelihood, generate insights that can lead to further refinements and improvements to the training materials. The online consultation process mentioned above will be open to some of the participants of the 4.3.3. workshops, to elicit their feedback and guide further refinement of the methodology and training materials before the end of the project.

The ultimate output will be a methodology that will thread together established MSP practice, the TDA-SAP process, and wider sustainable blue economy pathway development and implementation, and a set of training materials, which can be selected from and adapted to the specific context, training needs and priorities in different regions. The Activity 4.3.1 will help improve the capacity of coastal and marine practitioners to manage transboundary marine ecosystems.

⁸ <http://mamiwataproject.org>

⁹ <https://www.thegef.org/project/implementation-ecosystem-approach-adriatic-sea-through-marine-spatial-planning>

The role of the PCU will be to coordinate the work of partners to prepare the methodology for integration of MSP and strategic blue economic planning into the TDA-SAP process and develop the respective training materials. PCU will work with the following partners:

- IOC of UNESCO, who will lead this activity and bring in the experience and results generated by MSP Global Project, and in particular the forthcoming guidance document for cross-border and transboundary MSP, as well as other relevant experiences;
- GRID Arendal, who will assist in implementing this activity bringing in its expertise in MSP and Blue Economy;
- SIWI who will put at the disposal of the project the existing training material on source-to-sea approach that could be, if feasible, adjusted to be incorporated into the methodology for integrating MSP and sustainable blue economy into the TDA-SAP process; and
- UNDP Cap-Net to use Virtual Campus for delivering training courses.

Activity 4.3.2: Work with partners and/or GEF IW projects to organize a series of at least three (3) regional trainings on basic concepts and specific technical issues of MSP

One of the main value-added services of the GEF IW:LEARN project, and earlier LME:LEARN project, is the cross-fertilization between projects and their partners that occurs through global and regional blended (combined online and face-to-face) targeted learning. In the specific marine/LME context, LME:LEARN has, to date, conducted 6 regional training workshops (on ocean governance, partnering with NOAA, and on MSP and Blue Economy, partnering with IOC of UNESCO) for more than 250 beneficiaries from a large number of GEF International Water projects in three regions: Latin America and a Caribbean, Asia and Pacific, and Africa.

The project will work in close cooperation with the project's partners, GEF Agencies, and the GEF IW portfolio to deliver at least three training workshops to take place at the regional-level. The training will be highly participatory and engaging. It allows participants to learn the basics of MSP through a series of participatory exercises and hands-on problem-solving activities centred on MSP challenges of a fictional country. This provides opportunities for them to learn-by-doing without impacting on real-world stakeholders, to practice using technical and practical tools and techniques without having to fear immediate consequences of oversights or mistakes, and to learn about concepts and theoretical frameworks in a hypothetical but realistic and relatable context. By taking on the roles of different actors, managers and specialists in different exercises, participants are also given an opportunity to reflect on how MSP processes impact on different actors.

This hands-on approach to learning makes it easier for participants to subsequently transfer the knowledge to their own circumstances, and develop concrete roadmaps for MSP for their countries or regions. The participatory approach and group exercises also help to shape a community of practitioners who can subsequently share their challenges and solutions more easily.

The project will consult with LMEs on the specific capacity building needs in each region, and depending on what the training needs are, the existing GEF LME:LEARN training package will be updated and adapted to the specific needs, while the relevant sections of the training material developed in Activity 4.3.1 will be added to the package. In doing so, the project will also consult other sources such as Blue Planning in Practice materials (developed by GIZ and UNEP), which will be augmented with more in-

depth technical training on specific tools of MSP (e.g. GIS databases, Marxan¹⁰, co-use of marine space, social aspects of marine management, etc.), and IOC-UNESCO's forthcoming guidance document for cross-border and transboundary MSP.

Regional trainings will be physical workshops of one-week maximum duration, with preparatory sessions online. Follow-up guidance and experience-sharing meetings may also be conducted online. In the case where more in-depth technical training needs are identified, technical topics may be introduced during the workshop for all participants, and subsequently detailed technical training could be delivered online to a targeted set of participants. This flexible approach will allow to minimise travel costs and ensure that the content of the training is tailored better to participants. The activity will support the component outcome by strengthening the management of transboundary marine and freshwater ecosystems.

The role of PCU will be to work in close cooperation with the project's partners, GEF Agencies, and the GEF IW portfolio to deliver blended learning workshops to take place in three regions. The regions where the training will take place will be decided during the inception phase of the project. The partners involved in the implementation of this activity will be:

- IOC of UNESCO, who will be leading the activity and provide technical support within their MSP expertise;
- IBRD will provide support bringing in its experience in the environment-natural resources. Blue Economy practice, as well as on the cross-over areas such as "blue carbon" to bring a new perspective on International Waters; and
- GRID Arendal, who will assist in technical organisation of the workshops, in coordination with the PCU and the IOC.

Activity 4.3.3: Work with partners and/or GEF IW projects to organize a series of at least three (3) regional trainings on MSP for sustainable blue economy pathway implementation in the context of the TDA-SAP process

This activity will follow the same approach and materials as developed in 4.3.1., that will be designed to tie in with existing materials that are planned to be used for 4.3.2. This will allow them to deliver three regional trainings that build and expand on each other through components 4.3.2. and 4.3.3., ultimately providing participants with practical ways to integrate MSP and sustainable blue economy pathway identification into the TDA-SAP process that is specific to the LME programme, and to place both within the context of sustainable blue economy development. The training will conclude with visioning exercises for the respective LMEs, and concrete roadmaps for sustainable blue economy development within each region.

Follow-up guidance and experience-sharing meetings will be conducted online after the face-to-face training events (this may be combined with the elicitation of feedback on the approach and materials developed under 4.3.1. for their continued refinement, as outlined under 4.3.1.). Through the GIZ-UNEP-IUCN-GRID Arendal Blue Solution initiative, relevant solutions and peers can be identified, articulated, captured, and recorded so they can be easily shared and accessed to support LME teams in different locations. The activity will support the component outcome by strengthening the management of transboundary marine and freshwater ecosystems.

¹⁰ <https://www.gbif.org/tool/81349/marxan-conservation-planning-software>

This activity will be implemented by UNEP. The role of the PCU will be to work in close collaboration with project partners, GEF Agencies, the GEF IW portfolio and regional bodies/institutions to deliver at least three workshops to take place at the regional level. The regions where the training will take place will be decided during the inception phase of the project. The partners involved in the implementation of this activity will be:

- GRID Arendal, who will take the leading role in implementing this activity. It will undertake, among other, the technical organisation of the workshops, in coordination with the PCU; and
- IOC of UNESCO, who will provide technical support within their MSP expertise; and
- University of Portsmouth, who will provide technical support on sustainable blue economy planning.

Sub-component 4.4: Global and regional dialogue activities to promote collaboration among LMEs, Regional Seas bodies and Regional Fisheries Management Organizations (RFMOs), Areas Beyond National Jurisdiction (ABNJ) and River Basin Organizations (RBOs), especially via the Annual LME Consultation (UNDP)

Summary of outputs, outcomes and budget

The expected **output** from sub-component 4.4 is:

Global and regional dialogue activities to promote collaboration among LMEs, Regional Seas bodies and Regional Fisheries Management Organizations (RFMOs), Areas Beyond National Jurisdiction (ABNJ) and River Basin Organizations (RBOs), especially via the Annual LME Consultation

The expected **outcome** from sub-component 4.4 is:

Improved management of transboundary freshwater and marine ecosystems

The costs for sub-component 4.4: GEF Grant USD 500,000

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

4.2: Exchanges to promote conjunctive management through governance of freshwater in GEF projects, both groundwater and surface water, as well as with coastal and ocean projects

4.3: Training and capacity building activities in support of marine spatial planning as a tool for strengthening blue economy opportunities

Effectively managing the world's oceans and safeguarding them for future generations is not achievable alone. Partnerships are now more important than ever to address the issues challenging the health of the ocean and threatening human well-being on a global scale. Three regional ocean governance mechanisms are closely associated with the GEF international water portfolio namely, Large Marine Ecosystem (LME) projects and programmes (and Commissions), Regional Seas Bodies and Programmes (some administered by UNEP) and Regional Fisheries Bodies (many administered or associated with the Food and Agricultural Organization of the United Nations). Improved collaboration and cooperation are

critical to solving the multitude of problems facing oceans. This requires strong cross-sectoral partnerships among institutions and projects.

The GEF-7 Strategy recognises the necessity to foster collaboration among LMEs, Regional Seas Conventions, and Regional Fisheries Management Organisations for a more effective ocean governance, both within countries' exclusive economic zones (EEZs) and in areas beyond national jurisdiction (ABNJs). To achieve this aim, a coordinated policy-making process needs to be established for development and planning with a long-term vision to maximize livelihood and food security benefits while conserving the ecosystem services of the oceans and maintaining their carrying capacity, so critical to planetary security. This aligns with the requirement for regional ocean governance mechanisms to support the implementation of Agenda 2030 and in particular SDG 14.

At the same time, freshwater resources are essential for producing food, enabling the power industry, quenching our thirst and supporting ecosystems. Besides scales, management of these water resources from their source to the sea is essential to sustainably manage the marine and coastal ecosystems (Source-to-sea management, or ridge-to-reef). In addition to that, management of these water resources has been an organizing principle of the GEF international waters focal area since its inception. The need for a closer collaboration to enhance cross-sectoral, science-based ecosystem approaches to regional ocean governance has been discussed at a number of international meetings over the years, but especially in the preceding few years, for example in annual Large Marine Ecosystem (LME) Consultation Meetings, Sustainable Ocean Initiative Dialogues, PROG Marine Regions Forum, Regional Seas Annual Meetings, etc. A major partnership-building meeting organized by the GEF LME:LEARN project took place in Cape Town (November 2017) was organized jointly by GEF, IOC-UNESCO, FAO, UNEP and UNDP. The meeting highlighted the role of science as 'one of the best collaborative points' to establish connectivity for regional ocean governance. Numerous side events on the topic also followed, supported by the IW:LEARN and LME:LEARN projects as well as a wide variety of partners.

At the same time, the Annual LME and Coastal Partner Consultation Meetings have occurred since 2000, originally established under the auspices of IOC-UNESCO, ICES, IUCN and U.S. NOAA, but working closely in coordination with FAO and UNEP. Starting in 2016, these meetings were directly supported by the GEF international Waters focal area through the LME:LEARN project. The Annual Consultations have as their primary purpose to provide a global forum for GEF-funded and other marine and coastal practitioners (LME, MPA, MSP, ICM), leaders, international and national organizations and institutions, aimed at sharing experiences and lessons and forging alliances and collaboration for ecosystem-based ocean governance and management, in pursuance of the Sustainable Development Goals (SDGs), in particular the SDG14. These Meetings contribute to the development of LME-centred partnerships by engaging marine, coastal management, biodiversity and coastal climate change adaptation project leaders in meeting that objective.

Also, in recent years, previous iterations of the GEF IW:LEARN project have engaged in supporting the scaling up of source-to-sea continuum management consideration into the GEF International Waters focal area. Much of this work has been done in cooperation with SIWI's Source to Sea Action Platform, a partnership of dozens of international organizations, basin organizations and other entities. The 8th GEF Biennial International Waters Conference had source-to-sea as a principal theme. The project has coordinated on numerous sessions at global dialogue events and also incorporated the topic at regional GEF IW workshops.

The sub-component will have the principal objectives:

- Strengthen regional ocean governance mechanisms through enhanced collaboration between Large Marine Ecosystem (LME) programs, Regional Seas programs and Regional Fisheries Bodies (including Regional Fisheries Management Organizations), and the wider stakeholder community; and
- Strengthen adoption of source-to-sea management principles and promote coordination across linked GEF IW projects and partner organizations.

The Sub-Component will contribute to the overall outcome of the Component 4 by improving the management of both freshwater and marine ecosystems. This will be achieved by building the capacity of the project portfolio to implement the objectives of the GEF7 strategy, particularly by fostering collaboration among LMEs, regional seas bodies and regional fisheries bodies. In addition, the Sub-Component will support the integration of freshwater management entities as a specific goal of this collaboration.

The PCU will coordinate all dialogue events, in collaboration with the partners. This sub-component will seek to leverage further partner contributions by working with FAO, IOC-UNESCO, UNDP, UNEP, the World Bank and regional development banks, all focused on coastal and marine issues. Collaboration with SIWI's Source to Sea Action Platform, ICPDR and UNECE will bring in the freshwater focus in the context of this complex issue. Specific gender mainstreaming issues will be brought in the project through collaboration with WWF-US and UNESCO-WWAP.

Sub-component 4.4 is comprised of three activities:

- Activity 4.4.1: Strengthened Source to Sea collaboration among LMEs, Regional Seas, Regional Fisheries Bodies, Areas Beyond National Jurisdiction and Freshwater Bodies through regional dialogues and simulations;
- Activity 4.4.2: Support to Regional Ocean Governance via the Annual Marine (LME) Consultation Process as well as other global dialogue events support; and
- Activity 4.4.3 Enhancement of the TDA-SAP Methodology to integrate source-to-sea management considerations as well as gender mainstreaming.

Activity 4.4.1: Strengthened source-to-sea collaboration among LMEs, Regional Seas, Regional Fisheries Bodies, Areas Beyond National Jurisdiction and Freshwater Bodies through regional dialogues and simulations

The project will further strengthen source-to-sea action management as well as regional ocean governance through support for three regional dialogue events. The project will collaborate at the global level with the principal GEF implementing agencies responsible for marine, coastal and freshwater projects responsible in the given regions. The three dialogue meetings will take place in Africa, Asia-Pacific, and Latin America and the Caribbean. The dialogues will feature content supporting capacity-strengthening on both regional ocean governance and source-to-sea action management. There will be sessions on sharing experience on examples and best practice of existing collaboration in the regions, the identification of modalities to apply science-based ecosystem approaches at regional level to make policy decisions towards achieving Ecosystem Based Management (EBM) for the oceans and exploring how regional institutions and projects are utilizing science to support countries implement the 2030 Agenda and the associated Sustainable Development Goals. Participants will include both global actors

as well as representatives of both marine and freshwater entities. The activity will support at least one online interactive event to help set the stage for the dialogues.

The activity will also support the preparation of a background document and supporting materials laying out the relevant source-to-sea linkages in each region to help inform each of the dialogues. An ocean governance simulation game will also be deployed during these regional dialogues. Crucially, the IW:LEARN project will ask participating organizations to commit to certain actions as a result of the dialogues, and the project will track the progress on them. The project would also attempt to catalyse a series of regional pilots in cooperation amongst different types of regional bodies on a voluntary basis. All of this will support the Component's outcome by improving management of transboundary freshwater and marine ecosystems.

The role of the PCU will be to coordinate each of the dialogue events. The project expects to partner with the relevant GEF implementing agencies, including in particular:

- FAO;
- UNDP;
- UNEP;
- the World Bank and regional development banks to support the dialogues;
- IOC-UNESCO
- Regarding the source-to-sea aspects, the project will cooperate with SIWI (Source to Sea Action Platform), GWP and UNECE; and
- Center for System Solutions on an ocean simulation game.

Due to the COVID-19 pandemics, constraints on travel and group gatherings will affect the implementation of the activities in this sub-component during the first year of the project's implementation. Other options are being considered, in particular for the in-person dialogues, such as on-line or remote communication options. They will be used where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 4.4.2: Support to Regional Ocean Governance via the Annual Marine (LME) Consultation Process as well as other global dialogue events support

The project will provide the cornerstone event for the GEF's LME and coastal portfolio by providing support to the Annual Large Marine Ecosystem and Coastal Partner Consultation Meeting. The Consultations will be organized in conjunction with the all the GEF implementing agencies overseeing projects in marine and coastal ecosystems, to further support regional ocean governance, through increased participation in the Consultation.

The project will work in particular, through its executing agency, the IOC of UNESCO, the longstanding convener of the Annual Consultation Meetings. The project will work to ensure the participation of stakeholders of LME projects, but also Regional Seas Bodies, Regional Fisheries Bodies, Areas Beyond National Jurisdiction projects. Crucially, the Consultation will promote source-to-sea collaboration by facilitating the participation of Freshwater Basin Organizations.

The Consultations will build upon and help implement the LME Community Medium Term Framework Strategy as well as the UN Decade of Ocean Science for Sustainable Development. In addition, the activity will also promote both regional ocean governance and source-to-sea collaboration themed side

events and GEF IW portfolio representation at global dialogue process events (together with Sub-Component 1.4). Some examples would include the UN SDG14 Ocean Conference Follow-up, the IUCN World Conservation Congress or the Sustainability Research & Innovation Congress 2021 (SRI2021).

The activity will support the Component 4's outcome by strengthening the management of transboundary marine and freshwater ecosystems.

The role of the PCU will be to coordinate each of the Consultations. The project will partner with the relevant GEF implementing agencies, including in particular:

- FAO;
- UNDP;
- UNEP;
- REVOcean to host one LME Annual Consultation Meeting;
- The World Bank and regional development banks to support the Consultations;
- IOC-UNESCO
- Regarding the source-to-sea aspects, the project will cooperate with SIWI (Source to Sea Action Platform) and UNECE; and
- ICPDR on a Black Sea/Danube case study for use in the global consultations.

In view of the COVID-19 pandemics, the 2021 LME Annual Consultation Meeting, which is by necessity a face-to-face event, may not take place as an in-person event. On-line or other communication options will be utilised where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 4.4.3: Enhancement of the TDA-SAP Methodology to integrate Source-to-Sea management considerations as well as gender mainstreaming

In-line with the overall sub-component's objectives, this activity will provide essential revisions to the TDA-SAP Methodology and training course (described earlier in 4.1.2) in two key areas. Consideration of source-to-sea issues would be inherent to any TDA formulation, at least for marine and coastal projects. First, the Methodology will be strengthened with additional guidance in connection to source-to-sea issues, at least vis-à-vis the SAP chapters. Secondly, gender mainstreaming is an issue that was addressed in the previous phase of IW:LEARN. During that project, the GEF also published its official guidance on gender mainstreaming to be taken up by the portfolio implementing agencies in project design. This activity will focus on including those considerations as regards the TDA-SAP methodology. Both elements of this activity will contribute to strengthening the management of both transboundary freshwater and marine ecosystems, which is the focus of the Component 4's outcome.

The role of the PCU will be to lead the revisions to the Methodology. The project will work with:

- Through GEF International Waters Task Force, the inter-agency group featuring all GEF implementing agencies with IW portfolio, as well as with technical support from WWF-US and UNESCO-WWAP on the specific gender mainstreaming aspects of the TDA-SAP Methodology; and
- SIWI and GWP on the source-to-sea modification aspects.

Component 5: Mobilize Public and Private Partnership to Enhance Long-term Sustainability of Project Interventions

The GEF7 International Water Strategy states that GEF International Waters investments will stimulate private sector investment through all of its three objectives. This engagement will occur through two different entry points, namely:

1. Stimulating engagement along the different supply chains towards reducing impacts on the freshwater and marine ecosystem environments, and
2. De-risking innovative investments within the freshwater and marine sectors, through support to testing of innovative approaches and technologies.

The IW portfolio has repeatedly expressed interest in greater support and guidance with private sector engagement. This interest was most clearly expressed during the 8th GEF Biennial International Waters Conference, where a follow-on workshop on Financing Sustainable Management of Transboundary Basins outlined a clear set of actionable recommendations that a future GEF IW:LEARN project could address. These included, *inter alia*, strengthening GEF IW capacity, establishment of a global IW Partnerships Advisory Panel to provide advice and support partnership building, further IW dialogue awareness, communication and training. Given that the significant number of GEF IW projects are supporting the implementation of SAPs and the portfolio's stated interest in attracting investment towards those SAPs priorities, this Component will help guide and support the portfolio with private and public partnerships. The activities in the Component are expected to leverage an enhanced number of partnerships and resources mobilized for the portfolio.

First, the Component 5 will feature the establishment and operation of a global IW Partnerships Advisory Panel to help match-make GEF IW projects and development partners with the business community in line with the draft GEF's Private Sector Engagement Strategy¹¹ on a portfolio level. Second, the Component 5 will support further facilitation of partnerships via regional-level networking and dialogue events. And finally, this component will support the development of training materials and programmatic guidance on attracting sustainable financing to address SAP investment priorities. The activities in the Component 5 are expected to leverage an enhanced number of partnerships and resources mobilized for the portfolio.

Three sub-components are foreseen under Component 5:

- **Sub-component 5.1:** Support for increased mobilization of public and private financial partnerships via global IW Partnerships Advisory Panel;
- **Sub-component 5.2:** Facilitation of partnerships with projects and the business community via regional-level networking; and
- **Sub-component 5.3:** Training support to portfolio on attracting sustainable financing to address SAP investment priorities.

Sub-component 5.1: Support for increased mobilization of public and private financial partnerships via Global IW Partnerships Advisory Panel (UNDP)

¹¹ GEF/C.58/05 May 5, 2020 (The Secretariat is further revising the draft GEF's Private Sector Engagement Strategy for the next Council session, scheduled for December 2020.) https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF_C.58_05_GEFs%20Private%20Sector%20Engagement%20Strategy_0.pdf

Summary of outputs, outcomes and budget

The expected **output** from sub-component 5.1 is:

Support for increased mobilization of public and private financial partnerships via Global IW Partnerships Advisory Panel

The expected **outcome** from sub-component 5.1 is:

Enhanced number of partnerships and resources mobilized for the portfolio

The costs for sub-component 5.1: GEF Grant USD 250,000

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

2.1: GEF IW:LEARN website supporting improved GEF IW project snapshots and a searchable knowledge bank of project experience; Sub-component

4.1: Knowledge exchanges on Water, Food, Energy and Environmental Security in transboundary basins

Current engagement and partnerships with the private sector have been either on the case by case basis, or not specifically tailored towards the GEF IW context. Engaging with the GEF offers a blended social and business value and should be most effectively undertaken in public-private partnerships. Business assets and skills offer unique capabilities to address watershed and LME stewardships and risk challenges that GEF projects currently do not possess. Public-private partnerships can bring benefits across key project functions including financing, management and implementation. Structured private sector engagement specifically targeted towards GEF IW projects can add value to the GEF's actions (with capacity, expertise, technologies and resources) and at the same time reduce the real risk that companies and the local communities face if water and/or marine resources are not protected.

The 8th GEF Biennial International Waters Conference (2016) with the theme “Scaling Up GEF IW Investments from Source to Sea and Beyond in the Context of Achieving the SDGs”, specifically the international roundtable “Partnering with the Private Sector for Sustainable Financing from Source to Sea”, called for: 1) Strengthening the GEF IW capacity for private sector engagement and partnership; 2) Setting up a GEF IW Advisory Panel (or Reference Group) to provide advice on engagement with the private sector; 3) Elaborating a Strategy and Action Plan on how to engage and partner with the private sector; 4) Initiating and developing an IW dialogue, awareness, communication and training Campaign with the private sector for engagement and partnership using existing channels; 5) Creating a database (indicators) to measure IW private sector partnership and sustainable financing from source-to-sea and beyond using available resources; and 6) Integrating the private sector engagement from the design phase of projects and inclusion of related considerations (as applicable) into existing projects.

The Sub-component 5.1 will also build on the activities undertaken in the context of the LME:LEARN project, notably the series of LME:LEARN Private Sector Roundtables that have taken place in three world regions: Latin America and a Caribbean, Asia and Pacific, and Africa, and the Large Marine Ecosystem (LME) Resource Mobilization Strategy. The guidance thus taken will be expanded by covering the full GEF IW portfolio.

The Sub-component 5.1 will contribute towards the overall goal of the Component 5 by establishing a structured engagement mechanism in the form of the IW Advisory Panel that will assist specific GEF IW projects in developing private and public partnerships within their context. This targeted approach will enable GEF IW:LEARN to work with the identified GEF IW SAP projects and leverage their workplans and efforts. The purpose of the GEF IW Advisory Panel is to Identify collaborative opportunities between businesses and GEF IW projects implementing or preparing a Strategic Action Programme.

This sub-component will seek to leverage partner experience and expertise with organisations and intermediaries such as the UN Global Compact CEO Water Mandate initiative and the Sustainable Ocean Business Action Platform, the World Wildlife Fund, the Inter-American Development Bank (IDB) and others.

The UN Global Compact's CEO Water Mandate is a global network of businesses committed to water stewardship. Countries of current interest to the Mandate include India, South Africa, Brazil, and Mexico. GEF IW projects which would be of interest to the Mandate could include Orange-Senqu, Limpopo River Basin, Amazon River Basin, and La Plata Basin. It would be of strategic value for both GEF IW:LEARN and the Mandate to find common interest and the potential areas of work to match projects in the GEF IW portfolio and river basin organisations with these committed businesses. In addition, GEF IW:LEARN will coordinate with the Mandate to showcase GEF IW SAP implementation projects on the Water Action Hub. The UN Global Compact's Sustainable Ocean Business Action Platform convenes leading actors from business, academia and Government institutions to determine how ocean industries can advance progress towards the Sustainable Development Goals (SDGs).

The World Wildlife Fund (WWF) has existing basin level conservation planning and private sector networks in Central America (with emphasis on Meso American Reef countries), Pantanal region of South America (including the La Plata, Parana, and Paraguay river basins), the KAZA region of Africa (including the Okavango river and broader Zambezi), and China (with emphasis on Yangtze river basin). GEF IW projects that could benefit from WWF's private sector networks include the Lempa River Basin, the La Plata, Cubango-Okavango, and Orange-Senqu.

The Inter-American Development Bank (IDB) helps member countries address environmental challenges and the demands for growth by financing activities to improve the management of protected areas, generate income opportunities for communities that depend on ecosystem services, manage coastal and marine resources, and support climate change and disaster risk management initiatives in critical watersheds. The IDB will bring in their experience and networks from Latin America and the Caribbean to the Advisory Panel.

The role of the PCU will be to coordinate all activities related to the establishment and operation of the Advisory Panel.

Sub-component 5.1 is comprised of the following two activities:

- Activity 5.1.1: Establishment of the Global IW Partnerships Advisory Panel to support increased mobilization of public and private financial partnerships; and
- Activity 5.1.2: Creation of the Strategy and an Action Plan for International Waters on how to engage and partner with the private and public sector through advice of the Global IW Partnerships Advisory Panel.

Due to the COVID-19 pandemics, constraints on travel and group gatherings will affect the implementation of the activities in this sub-component during the first year of the project's implementation. Other options are being considered such as on-line or remote communication options. They will be used where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 5.1.1: Establishment the Global IW Partnerships Advisory Panel to support increased mobilization of public and private financial partnerships

This activity will focus on the creation of the Advisory Panel, which will serve to provide advice and identify opportunities for partnership building between the business community and GEF IW SAP implementation projects. Based on mapping of the selected GEF IW SAP projects and their engagement with the private sector, GEF IW:LEARN will utilize the insight to address the gaps, challenges and opportunities through the Advisory Panel.

The first meeting of the Panel will focus on finalizing its ToR, and for GEF IW:LEARN to present the analysis of private sector engagement progress of the GEF IW SAP projects, their priority private sector matches, and to brainstorm mutually beneficial opportunities for collaboration/engagement with the Advisory Panel respective networks. The output of this meeting will become the basis for the creation of the Strategy and Action Plan outlined in activity 5.1.2. The subsequent meetings of the Panel will focus on evaluation of the progress and continue to build upon momentum generated.

The PCU will lead the IW Partnerships Advisory Panel establishment (in coordination with the GEF Secretariat and in collaboration with the partners), and follow up on the non-binding strategic advice of the Panel to ensure its smooth functioning.

Activity 5.1.2: Creation of the Strategy and an Action Plan for International Waters on how to engage and partner with the private and public sector through advice of the Global IW Partnerships Advisory Panel

The Strategy will be an overall resource mobilization document that will build on the previously created LME Resource Mobilization Strategy adding additional examples and approaches and targeting additional water eco-systems (groundwater, rivers, lakes). Appropriately creating the Strategy and Action Plan involves an in-depth analysis of the private sector and other actors, including the prevailing aid and resource environment interested in international waters with specific topics to match potential resource partner interests.

The Strategy will identify different public-private modalities to guide partner institutions and projects on possible engagements. This activity should include a dialogue with IW private sector actors to better understand project components necessary to enable private sector participation, expand the resource base and consider additional public resource partners.

Each GEF IW SAP implementation project engaged in the activity will become a case study that documents the best practices, lessons learned, and achievements in collaborating with the private sector. Through this collection, a business case for the portfolio can be developed following the example from the [GEF IW Private-Public Partnership \(PPP\) Guidebook](#) business case initial draft (page 31-39 Appendix on The Business Case for Private Sector Engagement of GEF IW Projects).

The parallel Action Plan will identify potential resource partners and develop the roadmap that includes their information and specific alignment/interest relevant to the project for effective matchmaking with the potential private and public sector partners. In addition, a private sector management tool could be created to include: (a) a private sector information database; (b) a marketing tool; and (c) a monitoring and evaluation tool.

Following the non-binding advice of the Panel, the PCU will lead and coordinate the creation of the Strategy and an Action Plan.

Sub-component 5.2: Facilitation of partnerships with projects and the business community via regional-level networking (UNDP)

Summary of outputs, outcomes and budget

The expected **output** from sub-component 5.2 is:

Facilitation of partnerships with projects and the business community via regional-level networking

The expected **outcome** from sub-component 5.2 is:

Enhanced number of regional resource partnerships

The costs for sub-component 5.2: GEF Grant USD 200,000

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

1.1: GEF Biennial International Waters Conferences 10 and 11 for GEF wide portfolio of IW projects and other relevant partners

1.4: Participation in key global and regional dialogue processes to showcase GEF IW results, build partnerships and facilitate cooperation

4.4: Global and regional dialogue activities to promote collaboration among LMEs, Regional Seas bodies and Regional Fisheries Management Organizations (RFMOs), Areas Beyond National Jurisdiction (ABNJ) and River Basin Organizations (RBOs), especially via the Annual LME Consultation

This sub-component will convene public and private sector entities together with GEF IW projects and development partners at the regional level with a specific focus on interactive networking, as well as effective dialogue. In agreement with the identified partners (including UNECE, Inter-American Development Bank, TNC, GWP, Rev Ocean, WWF and the UN Global Compact's CEO Water Mandate and the Sustainable Ocean Business Action Platform, among others) interactive networking and effective dialogues will also take place at their already planned and identified regional and international meetings, with stakeholders and companies already vetted towards their commitment in water stewardship and sustainable ocean governance, to further engage and create new regional networking and dialogue opportunities and in the long term new regional partnerships.

The Sub-component 5.2 will contribute towards the overall goal of the Component 5 by supporting further facilitation of partnerships via regional-level networking and dialogue events.

The project PCU will work in close cooperation with the project's partners, GEF Agencies, and the GEF IW portfolio projects to deliver and coordinate regional-level consultative processes and dialogues, including IW Investment Forums.

Sub-component 5.2 is comprised of one activity:

- Activity 5.2.1: Organization of regional IW Investment Forums and dialogues to potentially expand investment and partnership opportunities geared towards different regions

Due to the COVID-19 pandemics, constraints on travel and group gatherings will affect the implementation of the activities in this sub-component during the first year of the project's implementation. Other options are being considered such as on-line or remote communication options. They will be used where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 5.2.1: Organization of regional IW Investment Forums and dialogues to potentially expand investment and partnership opportunities geared towards different regions

Targeted consultative processes and dialogues, both at national and regional levels, are a continuation of processes and dialogues between the projects and business community to present the projects to businesses and stimulate the interest for the sharing of success stories, limitations (on the regional or national context) and opportunities for private and public sector engagement and partnerships.

Regional engagement with the private sector should be the starting point through small consultations. Exchange of information is needed among projects even if not within the same region to share opportunities and best practices.

The PCU will coordinate and organize regional-level consultative processes and dialogues, in close cooperation with the following partners:

GEF IW:LEARN will work with the Advisory Panel to identify company representatives and Local Network Managers to attend regional IW Investment Forums or dialogues (virtually or face-to-face) arranged by the project and/or its partners. These are intended to be mutually beneficial opportunities for engagement between the business community and the GEF IW portfolio of projects. To maximize efficiency, the IW investment Forums would also take advantage of the GEF Biennial International Waters Conference; Regional Workshops; and the Annual Large Marine Ecosystem Consultation Meetings as opportunities for targeted private sector engagement.

The PCU will coordinate and organize the IW Investment Forums and dialogues, in close co-operation with the following partners, where relevant and possible:

- The UN Global Compact's CEO Water Mandate via their Water Action Hub and Water Resilience Coalition and the Sustainable Ocean Business Action Platform;

- The REV Ocean, under the Partnership Agreement with IOC of UNESCO, will offer the vessel will be used as a platform to host regional dialogues linking businesses and GEF IW projects.
- GEF IW:LEARN will partner under UNECE's leadership to organize the [Global workshop on financing of transboundary water cooperation and basin development](#) in Geneva, together with Switzerland, the Netherlands, Asian Development Bank (ADB), African Development Bank (AfDB), European Investment Bank (EIB), The Inter-American Development Bank (IDB), OECD and the World Bank. Based on a background study, the workshop will review different sources of funding (e.g. national funds, revenue from joint infrastructure, water fees, external donor funding from bilateral and multilateral sources and innovative financial tools, private sector).
- IBRD will assist GEF IW projects in promoting the data and knowledge type of investments, and bring the experience of the non-GEF work on International Waters carried out in the IBRD;
- Inter-American Development Bank will facilitate partnerships with projects and the business community
- The Nature Conservancy (TNC) will test the Nature Based Solution (NBS) methodology against existing case studies, develop a consultative process to share and receive feedback on the methodology from private sector, public sector and other stakeholders, and adapt the methodology based on this feedback. The approach should be tailored specifically to the GEF IW context when speaking about attracting investments. Partnership and activities must be focused on what is relevant to GEF IW projects and what can be actualized during their implementation by their PCUs. Nature based solutions as an attraction for private sector.
- UNECE will support the sub-component via follow-up activities in connection with the global workshop and process on Financing Transboundary Water Cooperation and Basin Development

Sub-component 5.3: Training support to portfolio on attracting sustainable financing to address SAP investment priorities (UNDP)

Summary of outputs, outcomes and budget

The expected **output** from sub-component 5.3 is:

Training support to portfolio on attracting sustainable financing to address SAP investment priorities

The expected **outcome** from sub-component 5.3 is:

Enhanced number of partnerships and resources mobilized for the portfolio

The costs for sub-component 5.3: GEF Grant USD 150,000

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

1.2: Regional training workshops for GEF IW projects & development partners on cross-cutting themes and key outputs from selected GEF portfolio methodology projects, delivered by partner learning network

The Sub-component 5.3 will support the development of training materials and programmatic guidance on attracting sustainable financing to address SAP investment priorities.

This sub-component will contribute towards the overall goal of Component 5 by ensuring that the GEF projects are prepared to make new resource partnerships, particularly aimed at implementing the SAP investments with the engagement of the private sector.

This activity will be driven by in-kind support of the GEF IW:LEARN partners and technical input provided by the PCU.

Sub-component 5.3 is comprised of two activities:

- Activity 5.3.1: Analysis and tracking of the existing and proposal for a development of new learning modules to enhance capacities and expand skills and knowledge of resource mobilization of projects towards different resource partners; and
- Activity 5.3.2: Training on resource mobilization with a specific focus on private sector partnerships.

Due to the COVID-19 pandemics, constraints on travel and group gatherings will affect the implementation of the activities in this sub-component during the first year of the project's implementation. Other options are being considered such as on-line or remote communication options. They will be used where necessary, adjusting some of the equipment related costs to ensure equal opportunity to all beneficiaries.

Activity 5.3.1: Analysis and tracking of the existing and proposal for a development of new learning modules to enhance capacities and expand skills and knowledge of resource mobilization of projects towards different resource partners

Linking to the Activity 1.2.2 of the project (appropriate existing materials and new materials converted into training modules for blended learning - online and face-to-face), an inventory of useful tools, resources and platforms available on resource mobilization and private sector engagement from the executive and implementing agencies and partners will be completed. The aim is to assist implementation of SAP priorities. The guiding principle will be to identify available existing resources related to GEF IW portfolio, which can contribute to the development of the additional learning modules in 5.3.2. The resources identified will be presented on the GEF IW:LEARN website and distributed among project partners and a wider IW community.

The role of the PCU will be to work with the GEF agencies, GEF IW:LEARN partners, and GEF IW projects (e.g. their private-sector engagement strategies) on gathering these resources and sharing them with the GEF IW community to ensure their further usage and uptake.

Activity 5.3.2: Training on resource mobilization with a specific focus on private sector partnerships

Usage of the existing relevant trainings planned by the agencies and partners will be tracked and shared (Activity 5.3.1). Additionally, development of a practical online course in the context of the IW portfolio will be organised with three project partners: United Nations Economic Commission for Europe (UNECE), International Union for Conservation of Nature (IUCN) Global Water Programme and World Wildlife Fund United States (WWF-US). Inter-American Development Bank will also provide support.

UNECE will prepare a publication on financing transboundary water cooperation in 2020-2021 analysing the key opportunities and challenges related with the financing of transboundary water cooperation and basin development, including available financial mechanisms, good and bad practices to access funding and recommendations for the way forward. This includes the shared basins' financial needs, the various range of financing sources from domestic, regional and international levels as well as from private and public sectors, challenges and good practices with regards to the sustainable financing of operational functioning and program activities of joint bodies such as RBOs, and other joint bodies. Based on the study, UNECE will prepare an online training course on sustainable financing approach for transboundary water projects relevant to the GEF IW context focusing on attracting investments for SAP implementation, including specifically with the private sector. The course materials will also include the guidelines on private sector engagement, which will constitute an update of the previously released [GEF IW:LEARN's Public-Private Partnerships Guidebook](#) aimed at ensuring better preparation of the private sector engagement in the GEF IW projects. During this phase of the project, one round of the online training course will be carried out.

IUCN will prepare the sustainable financing toolkit for blue impact investments. The guide will be tailored to GEF IW needs and to the target audience (following a poll). It would cover, *inter alia*, project design for income generation; overview of existing funding mechanisms; conservation business incubation; TrustLaw (*pro bono* legal help); debt for nature swaps; blue bonds; convergence grants; technical assistance facilities; case studies and lessons learned. It would be complementary to the GEF IW:LEARN's Public-Private Partnerships Guidebook. As a part of the toolkit, the IUCN will also work to increase the understanding and awareness of the range of innovative financing opportunities on offer. Blue capital investment will be examined in – and adapted to – a transboundary context, and case studies of existing schemes and projects examined for possible replication across countries and regions, possibly with certification. The toolkit will also show how to secure private sector engagements and markets for goods produced as part of a project. A targeted practical interactive toolkit will help large marine ecosystems (LME), marine protected areas (MPA) and integrated coastal and ocean management practitioners to understand the principles and enable partners and stakeholders to build sound project proposals that meet the requirements of grant making organisations and investors. The toolkit will then be used as a basis for development of training webinars. During the course of the project, three rounds of the webinars are envisaged.

WWF will provide 3-4 peer learning dialogues on tools to attract and partner with members of the private sector. These learning dialogues will complement the proposed activities in 5.2.2 while also being open to all GEF IW project coordinators. The training will cover how to facilitate funding at different timescales and attract partners using specialized corporate metrics (e.g. Replenish), understanding company motivations and requirements, and practical tips on how to build relationships. Additional new innovative funding mechanisms will be explored as well. All material will be developed and geared towards a GEF International Waters Context.

All of the training materials and online dialogues will be branded as GEF IW:LEARN products with the correct logos, including those of the partners. These products and recordings will be placed on the GEF IW:LEARN website.

The PCU will coordinate work of the partners when developing course materials to ensure they are appropriate in a GEF International Waters context, and provide technical input and support to this activity. The partners will execute the virtual training dialogues.

3.2. Partnerships

IW:LEARN aims to work with a number of development partners, such as transboundary commissions and civil society organizations in the water sector. There is a **core 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 GEF IW:LEARN services. This solid baseline of programs and initiatives supports transboundary water and ocean management. The core project partners will be involved directly in the implementation of the project, and will be responsible for its implementation as a whole.

UNDP will be the GEF agency responsible for the project, together with UNEP. Its 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. Some of the relevant programmes include UNDP's Global Water and Ocean Governance Support Programme, UNDP Cap-Net, UNDP-SIWI Water Governance Facility, Ocean Innovation Challenge Facility, Framework Pilot Countries and GOAL-WaterS mechanism and Shared Water Partnership programs.

UNEP will be the GEF agency responsible for the project, together with UNDP. Its 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. 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 relevant programmes include Regional Seas Programme, the Global Programme of Action (GPA) with its three thematic partnerships on nutrient management (GPNM), marine litter (GPML), and wastewater (GW2I), and its Sustainable Blue Economy Initiative

The **IOC/UNESCO** will be the implementing agency for the 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 such as United Nations Decade of Ocean Science for Sustainable Development, Global Marine Spatial Planning Programme (MSPGlobal) and SPINCAM project, to name just a few. To support the role of IOC of UNESCO in advancing promotion of the LME approach, the IOC Assembly adopted, during its 30th session in 2019, the decision (IOC-XXX/10.2) inviting "...Member States to sustain the role of IOC in providing technical support to the LME project community, including in the next phase of the GEF IW:Learn project (2020–2024)." IOC has signed partnership agreement with the REVOcean to advance the ocean science, as well as collaborated with the UN Global Compact to

explore opportunities for the private sector to support the objectives of the Decade of Ocean Science, both of which will participate in the implementation of the next IW:LEARN phase.

In addition to the above core set of partners, the IW:LEARN will continue partnering with existing and establishing new partnerships with more than 20 organisations, agencies and academic institutions that will be engaged in the implementation of the project's activities.

3.3 Risks

#	Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
1	COVID-19 crisis may affect the modalities of implementation of the project activities	Safety and Security	Moderate	Adaptive project management, as the underlining approach to IW:LEARN implementation, requires that project implementation be regularly monitored and adaptive measures be taken immediately, such as online learning and online events	UNESCO-IOC
2	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	Strategic	Moderate	Definition of roles and responsibilities of all parties to the project were given full consideration during the project preparation phase, which anticipated all the complexities of the project implementation	UNDP, UNEP, UNESCO – IOC
3	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	Operational	Low	Project stakeholders will be expressly encouraged to utilize GEF IW:LEARN services at all levels of implementation and execution. 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.	UNESCO-IOC
4	IW projects fail to respond in a timely manner to IW:LEARN PCU requests or to develop websites compliant with IW Website guidelines	Operational	Low	IW:LEARN partners and GEF Agencies to actively encourage: IW project participation; provide data; develop websites; utilise the visualisation tool; deliver experience notes, etc.	UNESCO-IOC, UNDP, UNEP
5	New projects are not aware of IW:LEARN, do not have sufficient time to participate or do not know how to sufficiently engage its services and provide experiences to peers (via twinning, training, regional dialogue events, IWC engagement and information syndication)	Operational	Moderate	The project will effectively market its basic service line to the portfolio throughout implementation	UNESCO-IOC
6	Insufficient country involvement in GEF IW:LEARN activities	Political	Low	GEF IW:LEARN and all GEF IW projects will actively engage country representatives and ensure	UNESCO-IOC

				awareness of events etc. in support of national processes	
7	Synergy potential (linking with other relevant initiatives/governance partners, including private sector) is not fully materialised	Operational	Low	During the PPG phase, partners and IW projects to participate in joint regional ocean governance and other forms of transboundary water governance were involved and their commitment was secured	UNDP, UNEP, UNESCO-IOC

Given the nature of the project, oriented at improving science, establishing processes and creating enabling political environments for transboundary water management, climate change will not have any impact on the project likelihood of success. However, climate change and increased climatic fluctuations will have to be taken into full consideration as part of the technical components of the project.

The COVID-19 pandemic might pose risks during project execution to project staff and beneficiary stakeholders. The project design has taken steps to minimize these risks such as reduction of travel to or from areas where COVID-19 is prevalent, in particular during the first year of the project's implementation. For respective activities, more specific instructions were given regarding minimization of the COVID-19 associated impacts, in particular for the in-person meetings, trainings, conferences and dialogues. If necessary, i.e. depending on the development of the pandemic in 2021, training on pandemic-related guidance for project staff and stakeholders will be organized during the inception phase

3.4 Stakeholder engagement and south-to-south cooperation

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. It will forge linkages with and between stakeholder groups at the regional and global level. Members of the network will engage with IW:LEARN project as content (or knowledge) providers, while others will engage as knowledge beneficiaries. Stakeholders and partner organizations (listed below) may alternate roles depending on their particular skillset and training needs. In addition to the broad stakeholder groups identified below, the project will also work closely with other GEF 'learning' and targeted research projects:

- **GEF IW Project coordinators** (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, which will offer opportunities to scale-up knowledge management sharing the collective experiences from the IW project community to the countries.
- **The GEF Implementing 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, twinning and other events.
- **Academic Research Institutes:** GEF IW:LEARN will continue to work closely with academic 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 twinning 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 consequently 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), through which further private sector partners will be engaged. The project will contain an entire Component designed to support significant engagement with the private sector. The Component will support several activities to build the capacity of the portfolio to seek out, design and engage private sector, as well as an advisory panel to help matchmaking between the private sector and the project portfolio. The Panel will identify opportunities for investment in the wider portfolio as well as connecting those entities to those opportunities. The project will work with several entities already exposed to the portfolio's work, such as REV Ocean, China Navigation, Thai Union, Wilderness Markets, 1Skip Development and Triciclos.
- **Transboundary/Basin Bodies:** These bodies, to varying degrees, host or sustain the work of IW projects in respective basins and it is important the project maintains 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:** 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.

The project will aim at enhancing 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. It will stimulate increased collaboration and learning exchanges South-to-South between the transboundary water bodies. This will be done in particular in Component 3 of the project, which aims at stimulating the Intra and Inter-Regional Knowledge Management Across Focal Areas in Small Island Developing States.

3.5 Gender equality and women's empowerment

Women play a central role in the provision, management and safeguarding of freshwater and marine ecosystems. How water and marine resources are distributed, who has access and can make decisions on its use, depends on various social factors, including gender norms. While in the majority of societies women and girls are responsible for fetching and carrying water, and for using it for the health and wellbeing of their families, these women and girls rarely have the decision-making power it takes to

control and preserve water and marine resources. This is true at the community, national, transboundary and international level. In addition, women are rarely represented in ministries responsible for decision making about water and marine ecosystems, and are generally not found in technical management roles.

Gender mainstreaming and promoting women's empowerment are strategic and operational imperatives for the GEF. Having launched its initial gender policy in 2011, the GEF approved a reinforced policy in October 2017, shifting the focus from a *gender-aware do no harm* approach to a *gender-responsive do good* approach. Men and women have differentiated access to natural resources and, as a result, they are affected differently by changes to these resources and dependent livelihoods. Gender inequality and social exclusion increase the negative effects of environmental degradation on women and girls. Despite recent promising policy and legal reforms, and the full appreciation in the region that women in decision-making spaces can promote sustainable water resource use and management, persistent gender-discriminatory social and cultural norms, unequal access to land, water and productive assets, and unequal decision-making power continue to constrain women and men from equally participating in, contributing to, and benefitting from environmental projects and programs.

During its new phase, GEF IW:LEARN, as the portfolio coordination mechanism, has the responsibility to provide programmatic guidance support to the IW portfolio as well as execute other activities to help portfolio projects support gender mainstreaming throughout the portfolio. Making a case for gender mainstreaming activities means to provide a learning example for external partners, governments and institutions on how to improve their own water and marine programs and training tools.

The project will continue to address the gender dimension, in particular through activity 4.4.3 with the aim of streamlining this aspect into the TDA-SAP process. The project will capitalize on the materials developed and lessons learned and apply these to maximize uptake by the GEF IW portfolio either via innovative training techniques (online/face to face) or committed targeted support delivered by partners. The aim will continue to be to introduce systematic consideration of gender equity, woman empowerment and social inclusion in GEF's international waters portfolio approach for the improved management of transboundary waters and for more integrated resources management initiatives. The project will accelerate portfolio learning on this key thematic priority for the GEF portfolio. It will 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.

Finally, the project could facilitate exchanges of experiences and online learning mechanisms on gender integration and the use of gender indicators. These may include ad-hoc trainings and workshops on sex-disaggregated water data collection and analysis, and on gender sensitive indicators. These twinnings (between projects) or wider trainings could be based on the 5 multi-faceted macro-modules – each composed by one or more sub-modules and exercises already developed in the previous phase, which offer a theoretical, interactive and practical learning experience.

3.6 Innovativeness, sustainability and potential for scaling up

With regard to innovation, the GEF IW:LEARN previous phases have been repeatedly upheld as an innovative model, including by the GEF itself. The project continues to innovate itself, both in the design phases and during the implementation. This proposed new phase will incorporate feedback from the

portfolio obtained through portfolio surveys and event evaluation forms of GEF Biennial International Waters Conferences and regional workshops. The new project will contain innovative approaches as well as tried and tested methods.

With regard to scaling up potential, the 5th GEF Operational Performance study notably calls IW:LEARN, the GEF's "one highly effective learning mechanism". The most recent independent evaluation of IW:LEARN (2018) noted that existing phase of the project moved from a demonstration phase where successful knowledge management services to GEF IW projects were piloted, tested and replicated, towards a scaled-up project which became a hub for global learning on transboundary waters, working both inside and outside the GEF-financed portfolio. The 2018 evaluation state further that 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 27 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 outcomes sustainably by linking them up to the global processes and framework, as well as partners at the regional and basin levels." Based on the experience to date, there remains significant potential to scale up the work of the project, particularly on the latter point of linking the portfolio to global processes and frameworks.

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, which 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, potential synergies among the GEF IW portfolio, the private sector and other global environmental efforts will likely not be realized. Without the GEF increment, 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.

IV. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): 6, 14				
This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD): Not Applicable				
	Objective and Outcome Indicators (no more than a total of 20 indicators)	Baseline	Mid-term Target	End of Project Target
Project Objective: Towards a more impactful GEF portfolio: facilitating replication of good practice across GEF International Waters projects, including projects across all focal areas in Small Island Developing States, working in collaboration with development partners, supporting the delivery of training information management, providing programmatic guidance and facilitating partnership building.	<i>Indicator 1 (Mandatory):</i> Indicator #11: Number of direct project beneficiaries disaggregated by gender (individual people) ¹²	0	500 females, 500 males	1000 females, 1000 males
	<i>Indicator 2 (GEF Core Indicator):</i> Indicator #7: Number of shared water ecosystems (fresh or marine) under new or improved cooperative management	0	10	20
Project component 1:	Provide Targeted Knowledge Sharing and Results Showcasing Across Projects and Development Partners (Through Face-to-Face Dialogue and Training) to Advance Transboundary Water Management in All IW Focal Area Ecosystems			
Outcome 1 (UNDP implemented) Enhanced portfolio and development partner capacity at the national, regional and global levels, and improved portfolio-wide project performance	<i>Indicator 3:</i> Number of IW projects indicate at least 1 enhanced management or governance approach following workshops / IWC / twinning	Partial progress of up-take of knowledge from training, twinning, IWC over time	20 IW projects indicate at least 1 enhanced management or governance approach after attending workshops/IWC/twinning	60 IW projects indicate at least 1 enhanced management or governance approach after attending workshops/IWC/twinning
	<i>Indicator 4:</i> Basins have enhanced co-operation or thematic knowledge as a result of IWL activities	Current cooperation between basins on an ad-hoc basis	2 Basins have enhanced cooperation or thematic knowledge as a result of IWL	4 Basins have enhanced cooperation or thematic knowledge as a result of IWL
Outputs to achieve Outcome 1	1. GEF Biennial International Waters Conferences 10 and 11 for GEF wide portfolio of IW projects 2. Training strategy to address GEF IW portfolio learning gaps activity 3. Training modules on cross-cutting issues 4. 6 regional training workshops for GEF IW projects and development partners on cross-cutting themes 5. 3 structured and iterative twinning exchange programs 6. 6 ad-hoc twinning exchange programs			

¹² We have opted here for „beneficiaries“ as persons impacted by the projects. At the start of the project it is 0.

	7. 3 regional transboundary and 2 thematic dialogues			
Outcome 2 (UNDP implemented) Increased global awareness of GEF results and increased GEF Partnerships beyond the portfolio	<i>Indicator 5:</i> GEF IW projects have increased visibility at key global dialogue events	On average, small increase in interest for sessions beyond GEF IW community	2 projects report new project partners as a result of global dialogue participation	6 projects report new project partners as a result of global dialogue participation
Outputs to achieve Outcome 2	1. 6 sessions in key global events to showcase GEF IW results, build partnerships and facilitate cooperation			
Project component 2	Support the Communication and Replication of Portfolio Results and Experiences			
Outcome 3 (UNDP implemented) Increased experience sharing and replication of successes within and across and beyond the IW portfolio, as well as enhanced understanding of GEF IW project interventions beyond the portfolio	<i>Indicator 6:</i> % of projects offering a website consistent with the GEF IW Website Guidelines	50% of projects offering a website consistent with the GEF IW Website Guidelines	75% of projects utilizing r offering a website consistent with the GEF IW Website Guidelines	85% of projects offering a website consistent with the GEF IW Website Guidelines
	<i>Indicator 7:</i> % of projects communicating results (via project profile, communications product or experience/results note) and through mainstream media	23% of projects communicate one experience or result via project profile, communications product or website No major stories in mainstream media	At least 50% of projects communicate one experience or result via project profile, communications product or website One (1) story or news on the work of the portfolio featured in a mainstream media channel (TV, website, radio/podcast, print)	100% of projects communicate one experience or result via project profile, communications product or website Three (3) stories or news on the work of the portfolio featured in a mainstream media channel (TV, website, radio/podcast, print)
Outputs to achieve Outcome 3	<ol style="list-style-type: none"> 1. Up-to-date and enhanced IW:LEARN web platform (IWLEARN.NET, Spatial Lab, IW:LEARN website solutions, including the LMEHub) 2. 50 new layers and 20 maps added to the Spatial Lab 3. 48 issues of Portfolio Bulletin 4. Four regional workshops (two for LAC and Africa/Indian Ocean on ICT/DIM topics, two for Asia and Africa/Indian Ocean on project communications) and ten Webinars tackling innovative tools and best practices in ICT, data and info management, social media, and communications organized 5. New reference materials on project communications, DIM and website management in IWLEARN.NET 6. Roster of communications specialists, environmental journalists and media outlets 7. Three new webpages in iwlearn.net, namely for SIDS, Nexus and Project Communications 			
Project component 3	Deliver Intra and Inter-Regional Knowledge Management Across Focal Areas in Small Island Developing States to Improve Portfolio Performance			

Outcome 4 (UNDP and UNEP implemented) Enhanced global collaboration and communication among Small Island Developing States	<i>Indicator 8:</i> Number of SIDS that establish new management and governance approaches	Progress of up-take of knowledge from training, twinning in SIDS related projects	5 new management and governance approaches established or replicated from one SIDS to another	10 new management and governance approaches established or replicated from one SIDS to another
Outputs to achieve Outcome 4	<ol style="list-style-type: none"> At least 3 structured and iterative twinings and 3 SIDS IW specific knowledge products At least 2 ad-hoc twinings and 2 SIDS IW specific knowledge products SIDS hub At least 5 training course materials and guidance documents 1 SIDS pre-conference workshop held at an upcoming IW Conference 			
Outcome 5 (UNDP and UNEP implemented) Improved coordination of GEF projects and participating country counterparts in Small Island Developing States across all GEF focal areas and increased achievement of relevant environmental performance targets by project participating countries	<i>Indicator 9:</i> Number of projects report enhanced collaboration with a project or partner from another focal area <i>Indicator 10:</i> Number of best practices in addressing environmental performance targets in SIDS generated and used as the basis for learning and replication	Collaboration among SIDS projects on cross-sectoral issues is not satisfactory Deficiencies in adapting to new approaches. Need for continued up-scaling and replication.	2 projects report enhanced collaboration with a project or partner from another focal area 2 SIDS adopt new approaches to address environmental performance targets	4 projects report enhanced collaboration with a project or partner from another focal area 4 SIDS adopt new approaches to address environmental performance targets
Outputs to achieve Outcome 5	<ol style="list-style-type: none"> At least 1 inter-regional training workshops targeting SIDS related all GEF focal areas' issues with participation of projects from three regions: Pacific, Caribbean, and Atlantic and Indian Ocean At least 3 intra-regional targeted cross-cutting training workshops in three regions: Pacific, Caribbean, and Atlantic and Indian Ocean Improved coordination of GEF projects and participating countries' counterparts in SIDS across all GEF focal areas 			
Project component 4	Deliver Support to Surface Freshwater, Groundwater and Large Marine Ecosystem Subsets in Support of Portfolio Strategic Priorities			
Outcome 6 (UNDP and UNEP implemented) Improved management of transboundary freshwater and marine ecosystems	<i>Indicator 11:</i> % of the portfolio reports either incorporation of Nexus considerations, conjunctive management, blue economy approaches or transboundary MSP approaches in their implementation	Previous phases of IW:LEARN (and LME:LEARN) have built on the growing experience to implement transboundary water management, but the needs are growing and without continuous development and upgrade the future challenges would not be met	50% of the portfolio reports either incorporation of Nexus considerations, conjunctive management, blue economy approaches or transboundary MSP approaches in their implementation	75% of the portfolio reports either incorporation of Nexus considerations, conjunctive management, blue economy approaches or transboundary MSP approaches in their implementation

	<i>Indicator 12:</i> Number of LME's report enhanced collaboration with Regional Seas, Regional Fisheries or River Basin Management bodies	Lack of satisfactory collaboration between Regional Seas, Regional Fisheries or River Basin Management bodies at the basin levels	2 LMEs report enhanced collaboration with Regional Seas, Regional Fisheries or River Basin Management bodies incorporating also the Source-to-Sea approach	5 LMEs report enhanced collaboration with Regional Seas, Regional Fisheries or River Basin Management bodies incorporating also the Source-to-Sea approach
Outputs to achieve Outcome 6	<ol style="list-style-type: none"> 1. Toolbox platform identifying water-energy-food-ecosystem models and tools, case studies 2. Three global and/or regional events to promote conjunctive management of surface water and groundwater GEF projects 3. Support to the 2022 World Water Day and World Water Development Report, and the "Groundwater Summit, the Call to Action on Global Groundwater Sustainability" 4. Two Nexus Roundtables in all GEF regions 5. Practical approach to integrate Marine Spatial Planning into TDA-SAP process and respective training materials and tools 6. At least 3 regional trainings on basic concepts and specific technical issues of MSP 7. At least 3 regional trainings on MSP for Blue Economy in the context of the TDA-SAP process 8. At least 4 Large Marine Ecosystem and Coastal Partner Consultations 9. At least 3 regional ocean governance dialogues 			
Project component 5	Mobilize Public and Private Partnership to Enhance Long-term Sustainability of Project Interventions			
Outcome 7 (UNDP implemented) Enhanced number of partnerships and resources mobilized for the portfolio	<i>Indicator 13:</i> Number of projects supported in developing a private sector partnership in transboundary water management	Lack of partnership approach tailored specifically to the GEF IW context results in minimal amount of investments to implement the activities	2 projects identify GEF IW:LEARN support as resulting in a private sector partnership	5 projects identify GEF IW:LEARN support as resulting in a private sector partnership
Outputs to achieve Outcome 7	<ol style="list-style-type: none"> 1. Global IW Partnerships Advisory Panel, including two Panel meetings 2. Making the business case for the relevant portfolio of projects 3. Strategy and Action Plan for International Waters on how to engage and partner with the private and public sector 4. 3 regional-level dialogue sessions aimed at private sector engagement, with at least 3 regional Investment Forums to facilitate regional-level networking and partnerships creation between projects and the business community 5. 3 training sessions to portfolio on attracting sustainable financing to address SAP investment priorities 			

V. MONITORING AND EVALUATION (M&E) PLAN

The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in Annex 3 details the roles, responsibilities, and frequency of monitoring project results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#).

Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the [GEF Monitoring Policy](#) and the [GEF Evaluation Policy](#) and other [relevant GEF policies](#)¹³. The costed M&E plan included below, and the Monitoring plan in Annex, will guide the GEF-specific M&E activities to be undertaken by this project.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. These activities may include UNDP guidance regarding adopting remote monitoring approaches and for M&E procedures as a whole during the COVID-19 global pandemic.

Additional GEF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within 60 days of project CEO endorsement, with the aim to:

- a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
- b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
- c. Review the results framework and monitoring plan.
- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
- e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
- f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
- g. Plan and schedule Project Board meetings and finalize the first-year annual work plan.
- h. Formally launch the Project.

¹³ See https://www.thegef.org/gef/policies_guidelines

GEF Project Implementation Report (PIR):

The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

GEF Core Indicators:

The GEF Core indicators included as Annex 9 will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF [website](#).

Independent Mid-term Review (MTR):

The terms of reference, the review process and the final MTR report will follow the standard templates and guidance for GEF-financed projects available on the [UNDP Evaluation Resource Center \(ERC\)](#).

The evaluation will be 'independent, impartial and rigorous'. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from BPPS/GEF Directorate.

The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC by 1 March 2023. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

Terminal Evaluation (TE):

An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance for GEF-financed projects available on the [UNDP Evaluation Resource Center](#). UNDP will liaise with the UNEP Evaluation Office throughout the TE process. Key decision points in the evaluation process will be made jointly by both Evaluation Offices in a collaborative manner (finalisation of Evaluation ToRs, selection of evaluation consultants, review of draft report and acceptance of final report).

The evaluation will be 'independent, impartial and rigorous'. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate.

The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by 1 December 2024. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

Final Report:

The project's terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the Project logo as well as UNDP and UNEP logos on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP¹⁴ and UNEP Disclosure Policy and the GEF policy on public involvement¹⁵.

Monitoring and Evaluation Plan and Budget		
GEF M&E requirements	Indicative costs (US\$)	Time frame
Inception Workshop	20,000	Within 60 days of CEO endorsement of this project.
Inception Report	None	Within 90 days of CEO endorsement of this project.
M&E of GEF indicators in project results framework	None	Annually prior to GEF PIR. This will include GEF core indicators.
GEF Project Implementation Report (PIR)	None	Annually typically between June-August
Monitoring all risks (UNDP risk register)	None	On-going.
Supervision missions	None ¹⁶	Annually
Independent Mid-term Review (MTR)	30,000	1 March 2023
Independent Terminal Evaluation (TE)	30,000	30 November 2024
TOTAL indicative COST	80,000	

¹⁴ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

¹⁵ See https://www.thegef.org/gef/policies_guidelines

¹⁶ The costs of UNDP CO and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

6.1 Roles and responsibilities of the project's governance mechanism

UNDP and UNEP (for sub-components 3.1 and 3.4. and jointly with UNDP the sub-component 4.3) will be jointly accountable for ensuring overall project supervision and will ensure consistency with GEF policies and procedures. UNDP Istanbul Regional Hub (IRH) will act as the lead UNDP office for components/sub-components under UNDP oversight, and will be responsible for project supervision through UN Agency execution modality with the Intergovernmental Oceanographic Commission of UNESCO, who is serving as Implementing Agency for the project. UNDP will be represented at the Project Steering Committee by the IRH Manager delegated to the UNDP/ GEF International Waters Regional Technical Advisor. Project Assurance from IRH will be provided by the Senior Programme Coordinator. UNEP will be represented at the project Steering Committee by the UNEP Task Manager.

The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document. The Implementing Partner for this project will be Intergovernmental Oceanographic Commission of UNESCO (IOC – UNESCO) for all Components.

The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The EA will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

IOC-UNESCO 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 Project Coordination Unit (PCU).

The GEF IW:LEARN partnership includes project stakeholders and principal target groups. It includes Development Partners (UNDP and UNEP), Implementing Agency (IOC-UNESCO) and other partners-stakeholders such as NGOs, other UN Agencies, transboundary organizations, academia, IFIs and other. Partners participating in the implementation of the project's activities may be observers to the Project Steering Committee (PSC). The IW:LEARN's principal target group are the GEF IW projects' coordinators. They will be involved in the project decision-making through participation the PSC.

The organisation structure of the GEF IW:LEARN is presented in Figure 7.

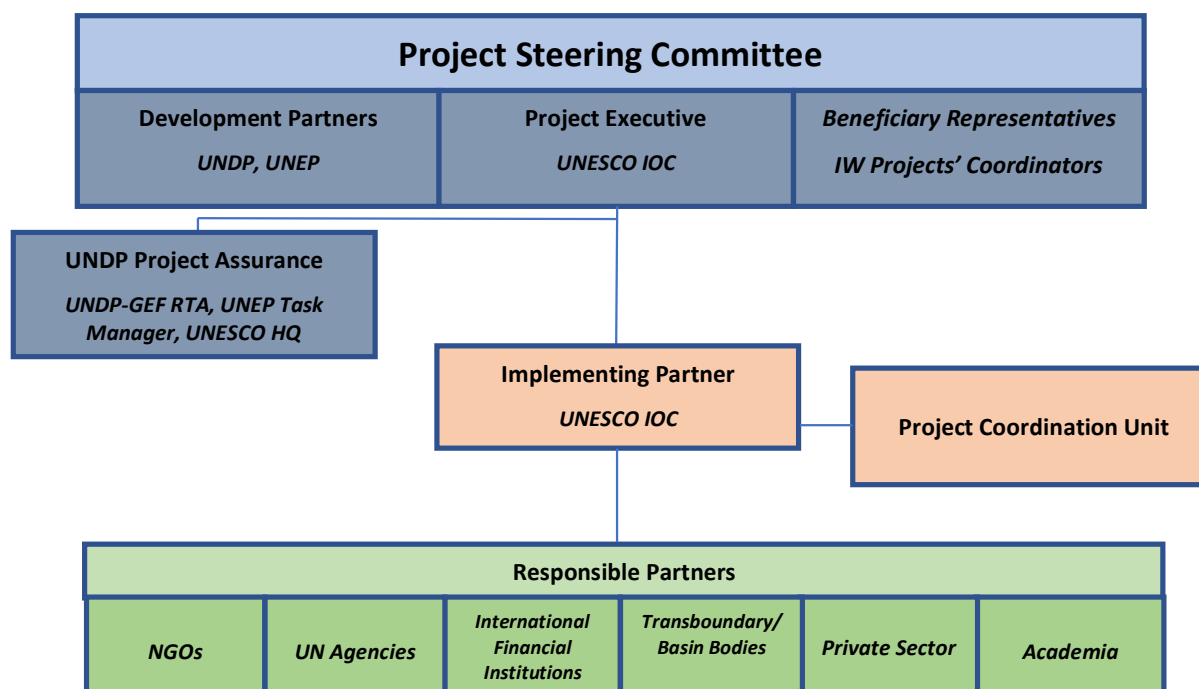


Figure 7: IW:LEARN's organisation structure

The PSC will meet annually to monitor progress in project execution, to provide strategic and policy guidance, and to review and approve annual work plans and budgets. The PSC is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP's ultimate accountability, PSC decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

In case consensus cannot be reached within the PSC, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

Specific responsibilities of the PSC include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project coordinator;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Agree on project coordinator's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project coordinator's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF;
- Ensure coordination between various donor and government-funded projects and programmes;

- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up;
- Ensure highest levels of transparency and take all measures to avoid any real or perceived conflicts of interest.

The PSC will include IW:LEARN Development Partners (UNDP and UNEP), the Project Executive (UNESCO IOC) and Beneficiary Representatives (representatives of IW project's coordinators, rotating for two-year terms, and representing key portfolio subsets). Responsible Partners participating in the implementation of the project's activities will be observers to the Project Steering Committee (PSC). The PCU will be acting as the PSC Secretariat.

The composition of the PSC must include the following roles:

- a. Project Executive: Is an individual who represents ownership of the project and chairs the Project Board. The Project Executive is the representative of the IOC-UNESCO.
- b. Beneficiary Representative(s): Individuals or groups representing the interests of those who will ultimately benefit from the project, in particular the IW projects' coordinators. Their primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries. Civil society representative(s) can also fulfil this role. The Beneficiary representative(s) will be identified during the inception of the project.
- c. Development Partner(s): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partners are GEF UNDP RTA and UNEP Task Manager.
- d. Project Assurance: UNDP, UNEP and UNESCO Headquarters perform the quality assurance and supports the PSC and PCU by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The PSC cannot delegate any of its quality assurance responsibilities to the Project coordinator. UNDP provides a two – tier oversight services involving the UNDP at regional and headquarters levels. Project assurance is totally independent of the Project Management function.

An Inter-Agency Forum, comprising the Development Partners and the Implementing Agency, 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.

The Project Coordination Unit (PCU) will be headquartered at UNESCO-IOC's offices in Paris. 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 timeline. 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 monitoring data for this project will come from surveys of workshop follow-up, twinning, 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).

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/UNEP/UNESCO-IOC the annual GEF 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 UNEP.

Project stakeholders and target groups will be involved in project management and coordination principally through participation at the annual PSC meetings as full members of the PSC.

The specific Project Partners (Responsible Parties) will be convening (or coordinating, together with other partners) specific sub-components or activities within sub-components. 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.

UNDP and UNEP are accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP and UNEP are responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP and UNEP are also responsible for the Project Assurance role of the Project Board/Steering Committee.

The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs in excess of the CO's Agency fee specified in the DOA during the extension period must be covered by non-GEF resources.

VII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 20,671,796. This is financed through a GEF grant of USD 5,978,700, and USD 14,693,096 in co-financing. UNDP and UNEP, as the GEF Implementing Agencies, are responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Confirmed Co-financing: The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. Note that all project activities included in the project results framework that will be delivered by co-financing partners (even if the funds do not pass through UNDP accounts) must comply with UNDP's social and environmental standards. Co-financing will be used for the following project activities/outputs:

Co-financing source	Co-financing type	Co-financing amount	Planned Co-financing Activities/Outputs	Risks	Risk Mitigation Measures
UNDP	In kind	4,755,000	Shared information	Low	GEF Implementing Agency
UNEP	Grant	1,300,000	Shared information	Low	GEF Implementing Agency
UNEP	In kind	78,000	Shared information	Low	GEF Implementing Agency
UNESCO-IOC	In kind	2,258,946	Technical oversight of activities, technical assistance and training in MSP and Blue Economy	Low	Implementing partner
Cap-Net	Grant	120,000	Training, staff time, virtual campus coordination, monitoring and evaluation	Low	Partner
Cap-Net	In kind	80,000	Training, staff time, virtual campus coordination, monitoring and evaluation	Low	Partner
UNECE	In kind	360,000	Staff time, data, training	Low	Partner
IDB	In Kind	485,000	Staff time, communication, twinning, training, private sector mobilisation	Low	Partner
UNEP DHI	In kind	50,000	Staff time and travel	Low	Partner
IUCN GMPP	In kind	300,000	Staff time and communication	Low	Partner
ICPDR	In kind	60,000	Staff time, shared information	Low	Partner
The World Bank	In kind	340,000	Webinars, online courses, data/analytics platforms and e-books	Low	Partner
OAS	In kind	150,000	Staff time and travel	Low	Partner
TNC	In kind	53,150	Staff time and travel	Low	Partner
UNCTAD	In kind	300,000	Staff time, data and communication	Low	Partner
GRID Arendal	Grant	40,000	Staff time, data and travel	Low	Partner

GRID Arendal	In kind	448,000	Training courses, information, staff time	Low	Partner
REV Ocean	In kind	1,550,000	Workshop and training facilities, data, communication, staff time	Low	Partner
UNESCO IHP	In kind	600,000	Staff time, data, communication	Low	Partner
WWF-US	In kind	115,000	Staff time and travel	Low	Partner
UNSW GWI	Grant	18,000	Travel cost	Low	Partner
UNSW GWI	In kind	1,232,000	Staff time, travel, and information	Low	Partner

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project coordinator to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board.

Should the following deviations occur, the Project coordinator/CTA and UNDP Country Office will seek the approval of the BPPS/GEF team to ensure accurate reporting to the GEF:

- a) Budget re-allocations among components in the project budget with amounts involving 10% of the total project grant or more;
- b) Introduction of new budget items that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen with 3 months after posting the TE report to the UNDP ERC.** The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national

institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file¹⁷. The transfer should be done before Project Management Unit complete their assignments.

Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed **within 6 months of operational closure or after the date of cancellation**. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the BPPS/GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/GEF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

¹⁷ See

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

VIII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas ¹⁸ Proposal or Award ID:	00128380	Atlas Primary Output Project ID:	00122393
Atlas Proposal or Award Title:	GEF IW:LEARN 5: Supporting Portfolio Coordination Within and Beyond the International Waters Focal Area, particularly in Small Island Developing States, Through Knowledge Sharing, Information Management, Partnership Building and Programmatic Guidance Services		
Atlas Business Unit	SVK10		
Atlas Primary Output Project Title	GEF IW:LEARN 5: Supporting Portfolio Coordination Within and Beyond the International Waters Focal Area, particularly in Small Island Developing States, Through Knowledge Sharing, Information Management, Partnership Building and Programmatic Guidance Services		
UNDP-GEF PIMS No.	6438		
Implementing Partner (Executing Agency)	UNESCO-IOC		

GEF Component/Atlas Activity	Responsible Party/ ¹⁹ (Atlas 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
COMPONENT 1: Provide Targeted Knowledge Sharing and Results Showcasing Across Projects and Development Partners (Through Face-to-Face Dialogue and Training) to Advance Transboundary Water Management in All IW Focal Area Ecosystems	UNESCO-IOC	62000	GEF	71200	International Consultants	147,222\$	147,222\$	147,222\$	147,222\$	588,888\$	A
				71300	Local Consultants	31,367\$	31,367\$	31,367\$	31,367\$	125,468\$	B
				72100	Contractual services	177,411\$	177,411\$	177,411\$	177,411\$	709,644\$	C
				71600	Travel	0\$	0\$	0\$	0\$	0\$	D
				75700	Trainings/workshops	67,500\$	67,500\$	67,500\$	67,500\$	270,000\$	E
					sub-total GEF	423,500\$	423,500\$	423,500\$	423,500\$	1,694,000\$	

¹⁸ See separate guidance on how to enter the TBWP into Atlas

¹⁹Only the responsible parties to be created as Atlas Implementing Agent as part of the COAs should be entered here. Sub-level responsible parties reporting directly to NIM Implementing Partners should not be entered here. For example, if under NIM, UNOPS signs LOA with the IP to manage component 2, and a department of Ministry X will manage component 3, this means that UNOPS will be listed as the responsible party under component 2. The rest of the components will list the IP as the responsible party.

COMPONENT2: Support the Communication and Replication of Portfolio Results and Experiences	UNESCO-IOC	62000	GEF	71200	International Consultants	123,306\$	123,306\$	123,306\$	123,306\$	493,224\$	A
				71300	Local Consultants	12,963\$	12,963\$	12,963\$	12,963\$	51,852\$	B
				72100	Contractual services	28,481\$	28,481\$	28,481\$	28,481\$	113,924\$	C
				71600	Travel	0\$	0\$	0\$	0\$	0\$	D
				75700	Trainings/workshops	10,250\$	10,250\$	10,250\$	10,250\$	41,000\$	E
					sub-total GEF	175,000\$	175,000\$	175,000\$	175,000\$	700,000\$	
COMPONENT 3: Deliver Intra and Inter- Regional Coordination and Knowledge Management Across Focal Areas in Small Island Developing States to Improve Portfolio Performance	UNESCO-IOC	62000	GEF	71200	International Consultants	106,756\$	106,756\$	106,756\$	106,756\$	427,024\$	A
				71300	Local Consultants	22,222\$	22,222\$	22,222\$	22,222\$	88,888\$	B
				72100	Contractual services	98,500\$	98,500\$	98,500\$	98,500\$	394,000\$	C
				71600	Travel	0\$	0\$	0\$	0\$	0\$	D
				75700	Trainings/workshops	72,522\$	72,522\$	72,522\$	72,522\$	290,088\$	E
					sub-total GEF	300,000\$	300,000\$	300,000\$	300,000\$	1,200,000\$	
COMPONENT 4: Deliver Support to Surface Freshwater, Groundwater and Large Marine Ecosystem Subsets in Support of Portfolio Strategic Priorities	UNESCO-IOC	62000	GEF	71200	International Consultants	152,720\$	152,720\$	152,720\$	152,720\$	610,880\$	A
				71300	Local Consultants	28,405\$	28,405\$	28,405\$	28,405\$	113,620\$	B
				72100	Contractual services	79,125\$	79,125\$	79,125\$	79,125\$	316,500\$	C
				71600	Travel	0\$	0\$	0\$	0\$	0\$	D
				75700	Trainings/workshops	117,000\$	117,000\$	117,000\$	117,000\$	468,000\$	E
				74500	Miscellaneous	5,000\$	5,000\$	5,000\$	5,000\$	20,000\$	G
					sub-total GEF	382,250\$	382,250\$	382,250\$	382,250\$	1,529,000\$	
COMPONENT 5: Mobilize Public and Private Partnership to Enhance Long-term Sustainability of Project Interventions	UNESCO-IOC	62000	GEF	71200	International Consultants	67,127\$	67,127\$	67,127\$	67,127\$	268,508\$	A
				71300	Local Consultants	10,540\$	10,540\$	10,540\$	10,540\$	42,160\$	B
				72100	Contractual services	40,000\$	40,000\$	40,000\$	40,000\$	160,000\$	C
				71600	Travel	0\$	0\$	6,500\$	0\$	0\$	D
				75700	Trainings/workshops	25,083\$	25,083\$	25,083\$	25,083\$	100,322\$	E
					sub-total GEF	142,750\$	142,750\$	142,750\$	142,750\$	571,000\$	
Project management costs	UNESCO-IOC	62000	GEF	71200	International Consultants	29,851\$	29,851\$	29,851\$	29,851\$	119,404\$	A
				71300	Local Consultants	17,649\$	17,649\$	17,649\$	17,649\$	70,596\$	B
				71600	Travel	12,500\$	12,500\$	12,500\$	12,500\$	50,000\$	D

				72400	Communications & Audio-Visual Equipment	2,000\$	2,000\$	2,000\$	2,000\$	8,000\$	H
				72500	Supplies	5,000\$	5,000\$	5,000\$	5,000\$	20,000\$	F
				74500	Miscellaneous expenses	4,175\$	4,175\$	4,175\$	4,175\$	16,700\$	G
					sub-total GEF	71,175\$	71,175\$	71,175\$	71,175\$	284,700\$	
					PROJECT TOTAL	1,494,675\$	1,494,675\$	1,494,675\$	1,494,675\$	5,978,700\$	

Budget notes:

A	International Consultants: This includes international consultants working on project activities, Midterm review and Terminal evaluation (MTR/TE) consultants, including PCU staff. As described in the TORs, the Project coordinator/Deputy Project coordinator/ will provide strong technical advice and guidance to the implementation of all project components and most of their time will be budgeted to the components budget, the remaining time dedicated to the pure project management functions will be charged to the PMC budget. *Weekly rate: up to 1719 USD (estimate subject to change based on total project funds budgeted for International Consultants).
B	Local Consultants: Including experts working on project activities and PCU staff working on technical and management activities. *Weekly rate: up to 1406 USD (estimate subject to change based on total project funds budgeted for Local Consultants).
C	Contractual services - organizations: Legal entities (national/international) implementing activities, e.g. training, capacity building, twinning, dialogues and conferences, including rent costs according to approved ToRs.
D	Travel: Travel by consultants, beneficiaries and PCU staff on component related activities is included in the A and B, except for the travel cost of the Project Coordination Unit when performing project management tasks (Project Steering Committee meetings etc.).
E	Trainings/workshops: Training facilities required for workshops related to component activities *At least 4 PSC meetings; Inception meeting; Final meeting; capacity-building events.
F	Supplies: Includes office consumables
G	Miscellaneous expenses: Includes smaller items
H	Communication & Audio-Visual Equipment: Use of communication facilities in the head office and in the field, and supplies such as PCs and printers

Summary of Funds:

	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Total
GEF grant administered by UNDP	1,494,500\$	1,494,500\$	1,494,500\$	1,494,500\$	5,978,700\$
UNDP	1,188,750\$	1,188,750\$	1,188,750\$	1,188,750\$	4,755,000\$
UNEP	344,500\$	344,500\$	344,500\$	344,500\$	1,378,000\$
IOC of UNESCO	564,736.50\$	564,736.50\$	564,736.50\$	564,736.50\$	2,258,946\$
CAP-NET	50,000\$	50,000\$	50,000\$	50,000\$	200,000\$
UNECE	90,000\$	90,000\$	90,000\$	90,000\$	360,000\$
IDB	121,250\$	121,250\$	121,250\$	121,250\$	485,000\$
UNEP DHI	12,500\$	12,500\$	12,500\$	12,500\$	50,000\$
IUCN GMPP	75,000\$	75,000\$	75,000\$	75,000\$	300,000\$
ICPDR	15,000\$	15,000\$	15,000\$	15,000\$	60,000\$
The World Bank	85,000\$	85,000\$	85,000\$	85,000\$	340,000\$
OAS	37,500\$	37,500\$	37,500\$	37,500\$	150,000\$
TNC	13,287,50\$	13,287,50\$	13,287,50\$	13,287,50\$	53,150\$
UNCTAD	75,000\$	75,000\$	75,000\$	75,000\$	300,000\$
GRID Arendal	122,000\$	122,000\$	122,000\$	122,000\$	488,000\$
REVOcean	387,500\$	387,500\$	387,500\$	387,500\$	1,550,000\$
UNESCO IHP	150,000\$	150,000\$	150,000\$	150,000\$	600,000\$
WWF-US	28,750\$	28,750\$	28,750\$	28,750\$	115,000\$
UNSW GWI	312,500\$	312,500\$	312,500\$	312,500\$	1,250,000\$
TOTAL	5,167,949\$	5,167,949\$	5,167,949\$	5,167,949\$	20,671,796\$

Component 3/Outcome 4&5/Outputs 3.1&3.4 and Component 4/Outcome 6/Output 4.3 (UNEP) - Budget²⁰

Class	Description	Year 1	Year 2	Year 3	Year 4	TOTAL
	Component 3: Outcome 4&5/Outputs 3.1&3.4					
010	Staff & Personnel (Including Consultants)					
1201	International consultants	92,500	92,500	92,500	92,500	370,000
	Sub-total	92,500	92,500	92,500	92,500	370,000
140	Transfers & Grants to Implementing Partners					
2101	Regional meetings/workshop support	50,000	50,000	50,000	50,000	200,000
	Contractual services	70,000	70,000	70,000	70,000	280,000
	Sub-total	120,000	120,000	120,000	120,000	480,000
	Component 3 total	212,500	212,500	212,500	212,500	850,000
	Component 4: Outcome 6/Output 4.3					
010	Staff & Personnel (Including Consultants)					
1201	International consultants	32,500	32,500	32,500	32,500	130,000
	Sub-total	32,500	32,500	32,500	32,500	130,000
140	Transfers & Grants to Implementing Partners					
2101	Regional meetings/workshop support	30,000	30,000	30,000	30,000	120,000
	Sub-total	30,000	30,000	30,000	30,000	120,000
	Component 4 total	62,500	62,500	62,500	62,500	250,000
	GRAND TOTAL	275,000	275,000	275,000	275,000	1,100,000

²⁰ These components/outcomes/outputs are implemented by UNEP and executed by UNESCO-IOC. The amounts in this table are also included Total Budget and Work Plan table.

IX. 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 SBAA for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by Intergovernmental Oceanographic Commission of UNESCO (IOC-UNESCO) (“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 designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

X. RISK MANAGEMENT

1. Intergovernmental Oceanographic Commission of UNESCO (IOC-UNESCO) as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. In the implementation of the activities under this Project Document, IOC-UNESCO as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures. Notwithstanding the foregoing, the IOC-UNESCO, as the Implementing Partner, will notify UNDP of any such allegations and investigations it may conduct further to such allegations.
3. IOC-UNESCO as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient that is not a UN entity:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of IOC-UNESCO’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. IOC-UNESCO 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 the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
 - c. In the performance of the activities under this Project, IOC-UNESCO as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or handle SEA and SH.
4. IOC-UNESCO agrees to undertake all reasonable efforts to ensure that none of the [project funds]²¹ [UNDP funds received pursuant to the Project Document]²² are used to provide support to

²¹ To be used where UNDP is the Implementing Partner

²² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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/sc/committees/1267/aq_sanctions_list.shtml.

5. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
6. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
7. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
8. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
9. The Implementing Partner and UNDP will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

10. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including

through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

11. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
12. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
13. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management Standard Clauses” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

Annex 1: Project Map and Geospatial Coordinates of project sites
Annex 2: Multi Year Work Plan
Annex 3: Monitoring Plan
Annex 4: UNDP Social and Environmental Screening Procedure (SESP)
Annex 5: UNDP Risk Register
Annex 6: Overview of Project Staff and Technical Consultancies
Annex 7: Stakeholder Engagement Plan
Annex 8: Gender Analysis and Gender Action Plan
Annex 9: Procurement Plan
Annex 10: GEF Core indicators
Annex 11: GEF 7 Taxonomy
Annex 12: Co-financing letters

Annex 1: Project Map and Geospatial Coordinates of project sites

Any maps included in this project document must conform to maps accepted by the UN Cartographic Unit (see <https://www.un.org/Depts/Cartographic/english/htmain.htm>)

N/A

GLOBAL PROJECT

Annex 2: Multi Year Work Plan

Component	Sub-component	Activities	Year 1				Year 2				Year 3				Year 4			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1: Provide Targeted Knowledge Sharing and Results Showcasing Across Projects and Development Partners (Through Face-to-Face Dialogue and Training) to Advance Transboundary Water Management in All IW Focal Area Ecosystems	1.1: GEF Biennial International Waters Conferences 10 and 11 for GEF wide portfolio of IW projects and other relevant partners	1.1.1: Tenth GEF Biennial International Waters Conference			C													
		1.1.2: Eleventh GEF Biennial International Waters Conference												C				
	1.2: Regional training workshops for GEF IW projects and development partners on cross-cutting themes and key outputs from selected GEF portfolio methodology projects, delivered by partner learning network	1.2.1: Develop training strategy to address GEF IW portfolio learning gaps			R													
		1.2.2: Appropriate existing materials and new materials converted into training modules for blended learning																
		1.2.3: Work with partners and/or GEF IW projects to organize a series of global and regional trainings						TC				TC				TC		
	1.3: Structured and iterative twinning exchange program between projects and institutions with demonstrated excellence in water and ocean management	1.3.1: Support a program of iterative twinning exchanges between GEF IW projects and their identified partners																
		1.3.2: Organize ad-hoc twinning exchanges based on proposals submitted from the GEF IW portfolio of projects																
	1.4: Participation in key global and regional dialogue processes to showcase GEF IW	1.4.1: Active Engagement of the GEF IW Portfolio in key global and regional events			C	M			M				M				M	
		1.4.2: Supporting cooperation on shared water																

	results, build partnerships and facilitate cooperation	resources through regional and thematic transboundary dialogues						RD		GD		RD		GD		R D		
2: Support the Communication and Replication of Portfolio Results and Experiences	2.1: GEF IW:LEARN website supporting improved GEF IW project snapshots and a searchable knowledge bank of project experience	2.1.1: Upgrade existing system and functionalities																
		2.1.2: Update existing portfolio visualization maps and creation of new thematic maps																
		2.1.3: Disseminate project results, experiences and stories																
	2.2 Support to the use of information technology platforms to establish project websites and for improved management of information by GEF projects	2.2.1: Provide a comprehensive digital productivity suite to projects																
		2.2.2: Organize regional workshops and Webinars on the use of the digital productivity suite and best practices			W	W e		W e		W e		W e		W	W e		W e	
		2.2.3: Produce a practical handbook to guide projects on managing a GEF IW website for improved data and information				R												
	2.3 Hands-on communications and project visualization training, including support to the production of Experience Notes, for improved project storytelling, data packaging and focal area thematic review publications	2.3.1: Organize regional communications training workshops, events and webinars on project and data storytelling engaging both projects and journalists						TC				TC				TC		
		2.3.2: Establish a roster of communication specialists, environmental journalists and media networks																
		2.3.3: Provide access to references (videos, links, etc.) on communication best practices and tools																

		2.3.4: Support the production of publications (print, online) drawing upon the GEF IW portfolio of work and experience in transboundary water systems and their results, and convey key messages and findings																
3: Deliver Intra and Inter-Regional Knowledge Management Across Focal Areas in Small Island Developing States to Improve Portfolio Performance	3.1: Twinning and dialogue activities in support of regional collaboration among SIDS via cooperation among all focal area projects and participating countries	3.1.1: Support programme of iterative twinning between SIDS related projects sharing similar development/ecosystem characteristics																
		3.1.2: Organise ad-hoc twinning exchanges based on proposals to solve specific technical/governance issues in SIDS																
		3.1.3: Facilitate on-going conversation among partners after twinning through web-based options, such as lightning chats																
	3.2 Strengthened web portal and resource catalogue to facilitate information-sharing and learning across the SIDS project portfolio in support of the SAMOA Pathway	3.2.1: Conduct a two-fold assessment and recommendations for development of SIDS Hub																
		3.2.2: Development of the SIDS Hub within the IW:LEARN web site																
	3.3 Training courses and other capacity-strengthening guidance developed on cross-cutting topics of relevance to SIDS	3.3.1: Compilation and development of training materials that can be used for online and face to face training on timely subjects identified as high priority for GEF SIDS projects																
	3.4 Intra and inter-regional training	3.4.1: Work with partners and regional bodies to																

	delivered in and among SIDS regions through regional partners	organize a series of at least three intra-regional training workshops						TC	TC	TC			TC	TC	TC			
		3.4.2: Organize an inter-regional SIDS training workshop to follow up on the training and to share lessons learned and experience inter-regionally								TC					TC			
		3.4.3: Organize a SIDS pre-conference training workshop at IWC11											W					
4: Deliver Support to Surface Freshwater, Groundwater and Large Marine Ecosystem Subsets in Support of Portfolio Strategic	4.1: Knowledge exchanges on Water, Food, Energy and Environmental Security in transboundary basins	4.1.1: Development of a toolbox platform identifying water-energy-food-ecosystem models, tools and case studies, including a synthesis of Nexus investments																
		4.1.2: Development of guidance on how to use Nexus investments to reinforce Strategic Action Programs, including supplemental guidance in the TDA-SAP Methodology																
		4.1.3: Dissemination of results of the ISWEL project approaches and other approaches through targeted workshops in all GEF regions and IWCs			C									C				
		4.1.4: Support Nexus Roundtables in 3 project contexts, involving the participation of representatives of major economic sectors and policymakers and featuring a new policy considerations simulation					M				M				M			

	4.2: Exchanges to promote conjunctive management through governance of freshwater in GEF projects, both groundwater and surface water, as well as with coastal and ocean projects	4.2.1: Dialogues to promote conjunctive management of surface water and groundwater GEF projects				GD / RD				GD / RD				GD / RD				
		4.2.2: Enhance the capacity of the GEF projects in groundwater governance issues						M							M			
	4.3 Training and capacity building activities in support of marine spatial planning as a tool for strengthening blue economy opportunities	4.3.1: Development of a practical approach to integrate MSP into the TDA-SAP process with a view to strengthening Blue Economy opportunities in Large Marine Ecosystems, and develop appropriate training material																
		4.3.2: Work with partners and/or GEF IW projects to organize a series of at least three (3) regional trainings on basic concepts and specific technical issues of MSP							TC				TC				TC	
		4.3.3: Work with partners and/or GEF IW projects to organize a series of at least three (3) regional trainings on MSP for Blue Economy in the context of the TDA-SAP process						TC				TC			TC			
	4.4: Global and regional dialogue activities to promote collaboration among LMEs, Regional Seas bodies and Regional Fisheries Management Organizations (RFMOs), Areas	4.4.1: Strengthened Source to Sea collaboration among LMEs, Regional Seas, Regional Fisheries Bodies, Areas Beyond National Jurisdiction and Freshwater Bodies through regional dialogues and simulations				RD						RD					RD	
		4.4.2: Support to Regional Ocean Governance via the																

	Beyond National Jurisdiction (ABNJ) and River Basin Organizations (RBOs), especially via the Annual LME Consultation	Annual Marine (LME) Consultation Process as well as other global dialogue events support			M				M				M				M	
		4.4.3 Enhancement of the TDA-SAP Methodology to integrate source-to-sea management considerations as well as gender mainstreaming							TC									
5: Mobilize Public and Private Partnership to Enhance Long-term Sustainability of Project Interventions	5.1: Support for increased mobilization of public and private financial partnerships via global IW Partnerships Advisory Panel	5.1.1: Establishment of the Global IW Partnerships Advisory Panel to support increased mobilization of public and private financial partnerships		M		M												
		5.1.2: Creation of the Strategy and an Action Plan for International Waters on how to engage and partner with the private and public sector through advice of the Global IW Partnerships Advisory Panel																
	5.2: Facilitation of partnerships with projects and the business community via regional-level networking	5.2.1: Consultative processes and dialogues to present the projects to the business community and stimulate the interest					RD				RD				RD			
		5.2.2: Organization of regional IW Investment Forums to potentially expand investment and partnership opportunities geared towards different regions						C				C				C		
	5.3: Training support to portfolio on attracting sustainable financing to address SAP investment priorities	5.3.1: Facilitated interactions between GEF IW SAP implementation projects and the private sector to strengthen the sustainability of the SAP priority actions																

		5.3.2: Analysis and tracking of the existing and proposal for a development of new learning modules to enhance capacities and expand skills and knowledge of resource mobilization of projects towards different resource partners																
		5.3.3: Training on resource mobilization with a specific focus on private sector partnerships					TC				TC				TC			
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
		PSC Meeting			M			M				M					M	
		Mid-term evaluation							E									
		Terminal evaluation															E	

C – Conference
 M – Meeting
 R – Report
 W – Workshop
 E – Evaluation

GD – Global Dialogue
 RD – Regional Dialogue
 TC – Training Course
 We – Webinar

Annex 3: Monitoring Plan

This Monitoring Plan and the M&E Plan and Budget in Section VI of this project document will both guide monitoring and evaluation at the project level for the duration of project implementation.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Project objective Towards a more impactful GEF portfolio: facilitating replication of good practice across GEF International Waters projects, including projects across all focal areas in Small Island Developing States, working in collaboration with development partners, supporting the delivery of training information management, providing programmatic guidance and facilitating partnership building	Indicator 1 Number of direct project beneficiaries disaggregated by gender (individual people)	Mid-term: 1000 (500 females, 500 males) End: 2000 (1000 females, 1000 males)	Project is focused on capacity building and stimulation of thematic dialogues which involve large number of participants	IWC, training, twinning and dialogue reports and monitoring of usage of online resources	Reported in DO tab of the GEF PIR	PCU (Project Coordination Unit)	PIR Meeting, training and conference reports	<u>Risk:</u> Not all GEF IW projects are willing to engage in learning activities <u>Assumption:</u> Project stakeholders will be expressly encouraged to utilize GEF IW:LEARN services at all levels of implementation and execution
	Indicator 2 Number of shared water ecosystems (fresh or marine) under new or improved cooperative management	Mid-term: 10 End: 20	Application of new and/or improved cooperative management approaches is an indicator of replication of good practices. Targets are commensurate with the number of transboundary projects.	Reports from IW twinning activities IW Projects' PSC meeting reports	Reported in DO tab of the GEF PIR	PCU	PIR Meeting, training and conference reports	<u>Risk:</u> Inadequate capacity to develop/adopt new approaches <u>Assumption:</u> IW projects willing to participate in the capacity building programmes

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Project Outcome 1 Enhanced portfolio and development partner capacity at the national, regional and global levels, and improved portfolio-wide project performance	Indicator 3 Number of IW projects indicate at least 1 enhanced management or governance approach following workshops / IWC / twinning	Mid-term: 20 IW projects indicate at least 1 enhanced management or governance approach after attending workshops/ IWC/twinning End: 60 IW projects indicate at least 1 enhanced management or governance approach after attending workshops/IWC /twinning	Workshops/IWC/ twinning are opportunities for IW projects to learn of new approaches implemented elsewhere and learn how to implement it in their own setting. At the end of reporting period they will have to prove that they have replicated the new approaches. Target values are based on 80-100% of current IW projects.	Reports from IW twinning activities IWC reports Training workshop reports	Reported in DO tab of the GEF PIR	IW:LEARN PCU IW projects' PCU	PIR Meeting, training and conference reports Project outputs	Risk: Not all GEF IW projects are willing to engage in learning activities Assumption: Project stakeholders will be expressly encouraged to utilize GEF IW:LEARN services at all levels of implementation and execution

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
	Indicator 4 Basins have enhanced co-operation or thematic knowledge as a result of IWL activities	Mid-term: 2 Basins have enhanced cooperation or thematic knowledge as a result of IWL End: 4 Basins have enhanced cooperation or thematic knowledge as a result of IWL	Inter-basin cooperation includes replication of successful comprehensive governance and management approaches at the basin level or thematic approaches such as MSP, MPA, Source-to-Sea management etc. Target value are based on the estimate of capacity of basins to get involved in successful cooperation initiatives	Reports from IW twinning activities IWC reports Training workshop reports Regional dialogue participation	Reported in DO tab of the GEF PIR	IW:LEARN PCU IW projects' PCU	Reports from IW twinning activities IWC reports IW Projects' PSC meeting reports Thematic project reports, management plans, marine spatial plans etc.	Risk: Insufficient country involvement in GEF IW:LEARN activities <u>Assumption:</u> GEF IW:LEARN and all GEF IW projects will actively engage country representatives and ensure awareness of events etc. in support of national processes
Project Outcome 2 Increased global awareness of GEF results and increased GEF Partnerships beyond the portfolio	Indicator 5 GEF IW projects have increased visibility at key global dialogue events	Mid-term: 2 projects report new project partners as a result of global dialogue participation End: 6 projects report new project partners as a result of global dialogue participation	Besides GEF IW projects' community, partnerships may include actors beyond that group, but who have similar thematic interests. Target values are set at very modest level since this is a relatively new requirement	Reports from global events (e.g. WW Forum/SWW) Reports from partners' meetings	Reported in DO tab of the GEF PIR	IW:LEARN PCU IW projects' PCU	Reports from global events (e.g. WW Forum/SWW)	<u>Risk:</u> Synergy potential (linking with other relevant initiatives/governance partners, including private sector) is not fully materialized <u>Assumption:</u> Potential partners to participate in joint regional ocean governance and other forms of transboundary water governance are matched with the support of IW:LEARN PCU

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Project Outcome 3 Increased experience sharing and replication of successes within and across and beyond the IW portfolio, as well as enhanced understanding of GEF IW project interventions beyond the portfolio	Indicator 6 % of projects offering a website consistent with IW:LEARN Website Guidelines	Mid-term: 75% of projects offering a website consistent with IW:LEARN Website Guidelines End: 85% of projects utilizing the IW:LEARN website solutions or offering a website consistent with IW:LEARN Website Guidelines	IW:LEARN website solutions are an optional IW:LEARN tool to develop project web sites, which will allow consistency of projects' websites. Already, 50% of projects are using the GEF IW website guidelines and the increasing target values are justifiable.	Analysis of the projects' websites	Annually	Project IT consultant	Analysis of the projects' websites	Risk: projects do not have adequate IT capacity to utilize the toolkit. Assumption: Projects actively supported by the PCU.
	Indicator 7 % of projects communicating results (via project profile, communications product or experience/results note) and through mainstream media	Mid-term: At least 50% of projects communicate one experience or result via project profile, communications product or website. One (1) story or news on the work of the portfolio	Communication of projects' results and experiences is critical for the success of the IW:LEARN. This indicator aims to measure the frequency and reach of the communication efforts. Target values present an increase on the current level, which is quite low.	IW Experience Notes IW Achievement Notes	Annually	Project IT consultant	IW Experience Notes IW Achievement Notes Online subscriptions IWL website hits	Risk: IW projects are not developing notes in adequate quantity and frequency. Assumption: All IW projects provide timely data, on- request, to IWL and these requests are supported by IWL Partners and GEF Agencies.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		<p>featured in a mainstream media channel (TV, website, radio/podcast, print)</p> <p>End: At least 85% of projects communicate one experience or result via project profile, communications product or website.</p> <p>Three (3) stories or news on the work of the portfolio featured in a mainstream media channel (TV, website, radio/podcast, print)</p>						
Project Outcome 4 Enhanced global collaboration and communication among Small Island Developing States	Indicator 8 Number of SIDS that establish new management and governance approaches	Mid-term: 5 new management and governance approaches established or replicated from one SIDS to another	Workshops/IWC/ twinning/SIDS dialogues are opportunities for SIDS projects to learn of new approaches implemented elsewhere and learn how to implement it	Reports from SIDS twinning activities IWC reports SIDS training workshop reports	Reported in DO tab of the GEF PIR	IW:LEARN PCU SIDS projects' PCU	PIR Meeting, twinning, training and conference reports Project outputs SIDS Hub	<p><u>Risk</u>: Not all GEF SIDS projects are willing to engage in learning activities</p> <p><u>Assumption</u>: Project stakeholders will be expressly encouraged to utilize GEF IW:LEARN services at all levels of implementation and execution</p>

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		End: 10 new management and governance approaches established or replicated from one SIDS to another	in their own setting. At the end of reporting period they will have to prove that they have replicated the new approaches. Target values are based on 100% of current SIDS projects.					
Project Outcome 5 Improved coordination of GEF projects and participating country counterparts in Small Island Developing States across all GEF focal areas and increased achievement of relevant environmental performance targets by project participating countries	Indicator 9 Number of projects report enhanced collaboration with a project or partner from another focal area	Mid-term: 2 projects report enhanced collaboration with a project or partner from another focal area End: 4 projects report enhanced collaboration with a project or partner from another focal area	SIDS component is integrating all GEF focal area in that specific environmental and developmental context. The indicator should focus on the integrated collaboration. Since this is relatively novel activity, target values are modest (around 40-50% of SIDS projects).	Reports from IW twinning activities IWC reports IW Projects' PSC meeting reports	Reported in DO tab of the GEF PIR	IW:LEARN PCU	Reports from IW twinning activities IWC reports IW Projects' PSC meeting reports	<u>Risk:</u> Projects do not have sufficient time to participate or do not know how to sufficiently engage in this activity. <u>Assumption:</u> IW:LEARN PCU, GEF and the implementing agencies will provide necessary support to projects and assist in transcending the inter-focal thematic obstacles.
	Indicator 10: Number of best practices in addressing environmental performance targets in SIDS generated and	Mid-term: 2 SIDS adopt new approaches to address environmental performance targets	Workshops/IWC/ twinning/SIDS dialogues are opportunities for SIDS to learn of new approaches to address environmental issues.	Reports from IW twinning activities IWC reports IW Projects' PSC meeting reports	Reported in DO tab of the GEF PIR	IW:LEARN PCU	Reports from IW twinning activities IWC reports IW Projects' PSC meeting reports	<u>Risk:</u> Countries do not have sufficient time to participate or do not know how to sufficiently engage in this activity. <u>Assumption:</u> IW:LEARN PCU, GEF and the implementing agencies will provide necessary support to countries.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
	used as the basis for learning and replication	End: 4 SIDS adopt new approaches to address environmental performance targets	At the end of reporting period they will have to prove that they have adopted new approaches. Target values are based on 40-50 % of SIDS.					
Project Outcome 6 Improved management of transboundary freshwater and marine ecosystems	Indicator 11 % of the portfolio reports either incorporation of Nexus considerations, conjunctive management, blue economy approaches or transboundary MSP approaches in their implementation	Mid-term: 50% of the portfolio reports either incorporation of Nexus considerations, conjunctive management, blue economy approaches or transboundary MSP approaches in their implementation End: 75% of the portfolio reports either incorporation of Nexus considerations, conjunctive management, blue economy approaches or transboundary	The technical approaches for freshwater and marine ecosystem management are critical for successful transboundary governance. This is the technical indicator which will show how projects will integrate new thematic aspects into the basic management approaches. Targets are set relatively high as it is necessary that as many as possible projects adopt new approaches.	Technical reports Training reports IWC reports IW Projects' PSC meeting reports	Reported in DO tab of the GEF PIR	IW:LEARN PCU Project consultant	Technical reports Training reports IWC reports IW Projects' PSC meeting reports Projects' websites	<u>Risk</u> : Not all GEF IW projects are willing to engage in learning activities. <u>Assumption</u> : Projects will be prompted by the PCU and the Agencies to participate in these technical activities.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		MSP approaches in their implementation						
	Indicator 12 Number of LME's report enhanced collaboration with Regional Seas, Regional Fisheries or River Basin Management bodies	Mid-term: 2 LMEs report enhanced collaboration with Regional Seas, Regional Fisheries or River Basin Management bodies incorporating also the Source-to-Sea approach End: 5 LMEs report enhanced collaboration with Regional Seas, Regional Fisheries or River Basin Management bodies incorporating also the Source-to-Sea approach	Advancement of regional ocean governance has been considered as critical for the success of LME governance. The process has been slow but needs to be continued. This indicator is necessary to show progress in this realm. Target values are modest, but if successful, they will chart the path for more progress in the future.	LME Annual meeting reports	Annually	IW:LEARN PCU Project consultant	LME Annual meeting reports RFMO reports RBO reports Project' and Agencies' web sites analysis	<u>Risk:</u> RBOs and RFMOs do not show adequate interest to pursue this activity <u>Assumption:</u> IW:LEARN implementing and executing agencies should stimulate interest with RFMOs and RBOs to participate
Project Outcome 7 Enhanced number of partnerships and	Indicator 13 Number of projects supported in	Mid-term: 2 projects identify GEF IW:LEARN support as	Private sector involvement in IW projects is a new sphere of activity. It is	Advisory Panel Strategy and action plan	Reported in DO tab of the GEF PIR	IW:LEARN PCU Project consultant	Training reports IWC reports	<u>Risk:</u> Private sector does not show enough interest to invest in transboundary water management.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
resources mobilized for the portfolio	developing a private sector partnership in transboundary water management	resulting in a private sector partnership End: 5 projects identify GEF IW:LEARN support as resulting in a private sector partnership	expected that at the end of the project new partnerships will be created. Target values are modest since this is a new activity.	Training reports IWC reports IW Projects' PSC meeting reports			IW Projects' PSC meeting reports	<u>Assumption:</u> PCU and Agencies develop convincing case for the private sector involvement.

Annex 4: UNDP Social and Environmental Screening Procedure (SESP)

Project Information

Project Information	
1. Project Title	GEF IW:LEARN 5: Supporting Portfolio Coordination Within and Beyond the International Waters Focal Area, particularly in Small Island Developing States, Through Knowledge Sharing, Information Management, Partnership Building and Programmatic Guidance Services
2. Project Number	GEFID 10374, PIMS 6438
3. Location (Global/Region/Country)	Global

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
Not applicable
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i>
The GEF IW:LEARN Project will emphasize gender issues throughout the Project, in particularly by including work on assisting the GEF IW portfolio of projects to more effectively mainstream gender in their work. Consequently GEF IW:LEARN will enhance the gender equality and women's empowerment through training and providing guidance used by other GEF IW projects. Also, the project will endeavor to (where possible) include gender balance in its conferences, trainings and twinning exercises.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
As a GEF International Waters project, GEF IW:LEARN has a focus on supporting the GEF IW portfolio by sharing experiences and knowledge (supplemented with experiences from the wider partnership involved in the project) related to IW projects implementing sustainable water and ecosystem management approaches. An inherent goal of GEF international waters projects are to mainstream environmental sustainability. By supporting projects to learn from and replicate each other's good practice, the project helps to facilitate mainstreaming environmental sustainability.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
No risk identified				
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)			Comments
	Low Risk	<input checked="" type="checkbox"/>		The project has a low risk profile in so much as it conducts no activities on the ground. It is a portfolio learning project that will conduct conferences and workshops, produce programmatic guidance and support data and information management. It has no adverse social and environmental risks.
	Moderate Risk	<input type="checkbox"/>		
	High Risk	<input type="checkbox"/>		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply			Comments

	Principle 1: Human Rights	<input type="checkbox"/>	
	Principle 2: Gender Equality and Women's Empowerment	X	<i>The project will endeavor to include women in all face-to-face events as described in the first section.</i>
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ²³	N
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	N
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, considering different roles and positions of women and men in accessing environmental goods and services?	N
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	N
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods?	N

²³ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	N
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ²⁴ greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	N
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)?	N

²⁴ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources).

4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	Is there a risk that the Project would lead to forced evictions? ²⁵	N
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	N
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	N
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	N
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

²⁵ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Annex 5: UNDP Risk Register

#	Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
1	COVID-19 crisis may affect the modalities of implementation of the project activities	Operational	<p>The project document has envisaged implementation of activities under a “no COVID-19” scenario. However, there is strong likelihood that the crisis will continue during a significant period of the project’s implementation. It may affect the modalities of implementation, in particular when face-to-face contacts are needed (training, twinning, conferences) and, potentially reduce the impact of these activities.</p> <p>L = 4 I = 3</p> <p>Moderate</p>	Adaptive project management, as the underlining approach to IW:LEARN implementation, requires that project implementation be regularly monitored and adaptive measures be taken immediately, such as online learning and online events	UNESCO-IOC
2	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	Strategic	<p>This risk may slow down the implementation of the project if the agencies and partners will find it difficult to reach strategic decisions related to the project. Also, because of the multitude of partners and internal complexity of the project, some activities’ implementation may be affected</p> <p>L = 3 I = 3</p> <p>Moderate</p>	Definition of roles and responsibilities of all parties to the project were given full consideration during the project preparation phase, which anticipated all the complexities of the project implementation	UNDP, UNEP, UNESCO – IOC
3	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	Operational	<p>This risk may reduce the overall impact of the project’s implementation if a number of its constituents choose not to participate in the project’s activities.</p> <p>L = 2 I = 2</p> <p>Low</p>	<p>Project stakeholders will be expressly encouraged to utilize GEF IW:LEARN services at all levels of implementation and execution</p> <p>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.</p>	UNESCO-IOC

4	IW projects fail to respond in a timely manner to IW:LEARN PCU requests or to develop websites compliant with IW Website guidelines	Operational	<p>Project depends on timely response from its beneficiaries and partners. They provide the contents of the project's website, and their websites are dependent on the feeds from the IW:LEARN website. If that is not done in a timely manner, the exchange of information component of the project may be jeopardized.</p> <p>L = 2 I = 1</p> <p>Low</p>	IW:LEARN partners and GEF Agencies to actively encourage: IW project participation; provide data; develop websites; utilise the visualisation tool; deliver experience notes, etc.	UNESCO-IOC, UNDP, UNEP
5	New projects are not aware of IW:LEARN, do not have sufficient time to participate or do not know how to sufficiently engage its services and provide experiences to peers (via twinning, training, regional dialogue events, IWC engagement and information syndication)	Operational	<p>New projects are not always aware of the products and services provided by IW:LEARN, which may affect negatively the IW:LEARN's impact.</p> <p>L = 2 I = 3</p> <p>Moderate</p>	The project will effectively market its basic service line to the portfolio throughout implementation	UNESCO-IOC
6	Insufficient country involvement in GEF IW:LEARN activities	Political	<p>While countries are indirect beneficiaries of the project, their involvement is important because they provide support to IW projects. In the absence of their active involvement, the IW projects may have limited impacts.</p> <p>L = 2 I = 1</p> <p>Low</p>	GEF IW:LEARN and all GEF IW projects will actively engage country representatives and ensure awareness of events etc. in support of national processes	UNESCO-IOC
7	Synergy potential (linking with other relevant initiatives/governance partners, including private	Operational	<p>This risk is related to project's endeavours to improve regional ocean governance and bring in the private sector in the implementation of</p>	During the PPG phase, partners to participate in joint regional ocean governance and other forms of transboundary water governance were involved and their commitment was secured	UNDP, UNEP, UNESCO-IOC

	sector) is not fully materialised		<p>transboundary water management. Since this is very much a two-way relationship, depending on strong intentions of all the parties, the absence of it may impact the planned effects of the activity.</p> <p>L = 2 I = 2</p> <p>Low</p>		
--	-----------------------------------	--	--	--	--

Annex 6: Overview of Project Staff and Technical Consultancies

Consultant	Time Input	Tasks, Inputs and Outputs
For Project Management		
Local / National contracting		
Project coordinator	208 weeks / over 4 years	<p><i>The Project coordinator (PM) will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors.</i></p> <p><u>Duties and Responsibilities</u></p> <p><i>Project management (10% of the time, charged to the PCC budget)</i></p> <ul style="list-style-type: none"> • Lead and manage the day-to-day implementation of IW:LEARN5'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; • Monitor events as determined in the project monitoring plan, and update the plan as required; • Provide support for completion of assessments required by UNDP and UNEP, spot checks and audits; • Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports; • Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results; • Ensure that changes are controlled and problems addressed; • Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities; • Prepare and submit financial reports to UNDP and UNEP on a quarterly basis; • Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log; • Prepare the inception report no later than one month after the inception workshop;

		<ul style="list-style-type: none"> • Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR; • Prepare the GEF PIR; • Assess major and minor amendments to the project within the parameters set by UNDP-GEF and UNEP; • Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans; • Monitor and track progress against the GEF Core indicators; • Support the Mid-term review and Terminal Evaluation process; • 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 2 team members, including a Deputy Project coordinator and an Administration/Travel Coordinator. The PC will provide overall supervision for all staff in the Programme 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 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 Agency and Project Steering Committee, ensuring adherence to GEF Agency administrative, financial and technical reporting requirements; • Support the implementation of the project communications activities 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; • Promote the IW portfolio and support the harvesting, standardization, dissemination and replication of portfolio results, lessons and best practices and serve as the project's knowledge broker to the GEF IW community; <p><i>Technical Advice (90% of the time - 15% each Component 1,2 and 4; 25% Component 3; and 20% Component 5)</i></p>
--	--	--

		<ul style="list-style-type: none"> • Provision of top-quality technical advice services, including facilitation of capacity and knowledge building, where the technical responsibilities include oversight of and ensuring linkages between all project components • Provide technical oversight to subcontractors and training activities supported by the Project. • Facilitate the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally. <p><u>Competencies</u></p> <ul style="list-style-type: none"> • 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 and UNEP; and • Proficient in an additional official UN language is an asset. <p><u>Qualifications</u></p> <ul style="list-style-type: none"> • 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.
--	--	---

Deputy Project coordinator	208 weeks / over 4 years	<p><i>Deputy Project coordinator will support the Project coordinator in the overall implementation of the project, under the guidance and supervision of the Project coordinator.</i></p> <p><u><i>Duties and Responsibilities</i></u></p> <p><i>Project management (10% of the time, charged to the PMC budget)</i></p> <ul style="list-style-type: none"> • Assist the Project coordinator in day-to-day management and oversight of project activities; • Assist the PC 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 PC 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; <p><i>Technical Advice (90% of the time - 40% Component 1, 10% each Component 2, 3 and 4; and 20% Component 5)</i></p> <ul style="list-style-type: none"> • Serve as the coordinator for project twinning, workshop and global dialogue activities (together with the admin/finance officer and project partners), where appropriate, by: <ul style="list-style-type: none"> - Establishing detailed work plans, with clear tasks, deliverables and timelines; - Maintaining participant databases and registrations; - Preparing and sending logistical communications to participants; answering information queries; keeping event websites current and producing and distributing event promotional materials to appropriate audiences; - Liaising with event venues on event requirements, arrangements, equipment etc.; - Assisting the Project coordinator with event procurement negotiations; - Working with the admin/finance office to arrange travel as necessary; - Ensuring venues follow all contractual arrangements; - Preparing official communications with host countries and agencies, and issuing official letters, and liaising with host countries and agencies regarding event logistics and implementation; - Setting VIP programmes, special events and technical site visits, where appropriate; - Formulating meeting agendas, calling meetings and keeping minutes for all project event committees;
----------------------------	--------------------------	--

		<ul style="list-style-type: none"> - Monitoring and reporting to the Project coordinator and project event committees on progress against agreed event milestones; - Securing event sponsorship and liaising with media, where appropriate; - Preparing project conference and workshop agendas and inputs in collaboration with respective partners and event committees, and preparing event scripts; - Liaising with and guiding lead session coordinators, setting out objectives and expected outcomes of event sessions/plenaries/roundtables/seminars etc.; - Preparing thank you letters to host countries, agencies, speakers, presenters, participants and others, as necessary; - Preparing post-event content and evaluation reports and compiling event presentations and other knowledge content to the project website; and - Following up with event participants six months and one year afterwards to monitor implementation of agreed follow-up actions <ul style="list-style-type: none"> • Supporting project knowledge management and communications efforts, in part by: <ul style="list-style-type: none"> - 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; <p><u>Competencies</u></p> <ul style="list-style-type: none"> • 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 and UNEP; • Familiarity with UNDP, UNEP and GEF rules and procedures is an advantage; and
--	--	--

		<ul style="list-style-type: none"> • Proficient in an additional official UN language is an asset. <p><u>Qualifications</u></p> <ul style="list-style-type: none"> • 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.
<i>Project Finance and Administrative officer</i>	<i>208 weeks / over 4 years</i>	<p><i>Project Finance and Administrative officer will support the Project coordinator in the overall implementation of the project, under the guidance and supervision of the Project coordinator</i></p> <p><u>Duties and Responsibilities</u></p> <p><i>Project management (10% of the time, charged to the PMC budget)</i></p> <ul style="list-style-type: none"> • Support the Project coordinator in the day-to-day implementation of IW:LEARN5'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: <ul style="list-style-type: none"> - 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 UNEP and Executing Agency rules, regulations, policies and strategies as well as with project specific requirements (as communicated with the PC); - Organizing and coordinating the procurement of services and goods under the project, with the Project coordinator/Deputy Project coordinator; - Ensuring all project financial activities are carried out on schedule and activities are within budget, with the Project coordinator; - Reviewing contract deliverables and payment schedules for all Partners and contractors and notify them and the PC of any upcoming or past deadlines for invoices, etc.; - Preparing budget revisions with the Project coordinator and Project Steering Committee;

		<ul style="list-style-type: none"> - Managing all project shipping matters, including liaising with appropriate channels, national governments and agencies on custom and duty charges; - Ensuring project tender selection of suppliers of services/goods is in accordance with UNDP and UNEP requirements and procedures; - Ensuring the project utilizes available financial resources in an efficient and transparent manner, with the Project coordinator; - Acting on telephone inquiries, fax, post and e-mail transmissions, and coordinating appointments, where necessary; - Support the Project coordinator 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; - Monitor co-finance contributions from partner institutions; - Present budget reporting to the Project Steering Committee, as instructed by the Project coordinator. <p><i>Logistical Support to the Project Technical Activities (90% of the time - 18% each)</i></p> <ul style="list-style-type: none"> • 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; • 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 coordinator. Such support would particularly focus on assisting the Project coordinator and Deputy Project coordinator with the production of project outreach and marketing materials. • Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by PB, TAC, UNDP, UNEP, project consultants and other PCU staff; <p><u>Competencies</u></p> <ul style="list-style-type: none"> • 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;
--	--	---

		<ul style="list-style-type: none"> • 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 UNEP; and • Proficient in an additional official UN language is an asset. <p><u>Qualifications</u></p> <ul style="list-style-type: none"> • 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; and • An accredited general accounting designation is an asset.
--	--	---

Annex 7: Stakeholder Engagement Plan

1. Introduction

All GEF funded projects are required to meet best international practice and specifically the requirements for stakeholder engagement, as specified in the GEF Stakeholders Engagement Policy. The Stakeholder Engagement Plan (SEP) is designed to ensure effective engagement between various stakeholders throughout the lifecycle of the IW: LEARN project. The SEP is a basic tool to catalyze and organize stakeholder engagement and assure that it takes place in line with the purposes and requirements of the GEF Stakeholders Engagement Policy. The project will aim to maintain dialogue with the relevant government ministries and parastatals, country governments and selected local community groups and NGOs and international communities.

The project stakeholder engagement activities should be robust and enough disclosure on information should be made in order to promote better awareness and understanding of its strategies, policies and operations. During this disclosure, the project requires to:

- Identify stakeholder groups that are or could be affected by the project as well as other interested parties;
- Ensure that such stakeholders are appropriately engaged through a process of information disclosure and meaningful consultation; and
- Maintain a constructive relationship with stakeholders on an on-going basis through meaningful engagement during project implementation.

The stakeholder consultations are an on-going process taking place during the project life and during this process it is necessary to ensure that stakeholders are informed about consequences of the project implementation and ensure the opportunity for feedback.

2. Identification of stakeholders for engagement and methods of communication

In order to ensure inclusive participation and consultation, the following stakeholders have been identified for consultation on on-going basis:

- Stakeholders affected directly or indirectly by the outcomes of the Project implementation;
- Stakeholders that participate in the project directly or indirectly; and
- Stakeholders who are able to influence and decide the outcomes and the manner of the Project implementation or make decisions based on the outputs of the project.

Stakeholders have been identified in accordance with the above classification as shown in Table 1 below.

Table 1: Stakeholders' Classification

Stakeholders to be affected, directly or indirectly, by the outcomes of the Project implementation	Stakeholders that participate in the project directly or indirectly	Stakeholders who are able to influence and decide the outcomes and the manner of the Project implementation or
---	--	---

		make decisions based on the outputs of the project
<ul style="list-style-type: none"> ● GEF IW Project coordinators and respective PCUs ● Transboundary/Basin Bodies ● Participating countries ● Civil Society/Local Community Organisations ● Private Sector ● Vulnerable Groups 	<ul style="list-style-type: none"> ● Project partners directly involved in project implementation ● Academic Research Institutes ● Bilateral/Multilateral Agencies 	<ul style="list-style-type: none"> ● GEF Secretariat ● The GEF Implementing Agencies, including especially UNDP and UNEP ● IOC/UNESCO

3. Stakeholder Concerns Analysis

The IW:LEARN project will aim to collect and analyse stakeholder expectations and concerns as well as to take appropriate responsive measures throughout the Project life in order to ensure that there is enough support for the project.

The project has identified the following interests and concerns of the key stakeholder groups as presented in Table 2 below.

Table 2: Key stakeholders Expectations and Concern Analysis

Stakeholder group	Key expectations	Key concerns	Recommendation
GEF IW Project coordinators and respective PCUs	To improve capacity to manage transboundary water ecosystems and share experience between them	Budgetary and technical capacity constraints Country ownership	Projects to budget for experience sharing and capacity building
UNDP	To secure orderly project implementation and replication of results	Project delay Lack of replication of good results in future projects	Establish adequate project implementation monitoring system Utilize IW:LEARN services and products to promote replication
UNEP	To secure orderly project implementation and replication of results	Project delay Lack of adequate results to be replicated in future projects	Establish adequate project implementation monitoring system
IOC/UNESCO	To execute the project and facilitate synergy by integrating technical subjects of common interest	Project delay Lack of interest among partners to participate in the project implementation	Provide adequate technical support to the project

Project partners directly involved in project implementation	To create synergy with the project's activities To gain opportunity for future activities in the transboundary water bodies by utilising their technical expertise	Budgetary constraints Lack of interest for their technical expertise among project beneficiaries	Provide co-financing Make attractive products
Participating countries	Benefit from participation in regional and thematic dialogues and other capacity building activities of the project Scale-up knowledge management sharing collective experience	Budgetary constraints Lack of technical capacity to absorb project outputs	Replication of project results at national and local levels
The GEF Agencies besides UNDP and UNEP	Replication of project results	Lack of interest among agencies	Ensure better communication with the agencies
GEF secretariat	Project to assist meeting the objectives of the International Waters Focal Area	IW:LEARN products are not up taken by projects in IW portfolio	IW projects assisted to uptake IW:LEARN products
Civil Society/Local Community Organisations	Improvements in the quality of the environment in freshwater and marine ecosystems Contribute with their expertise and networks to the successful implementation of the project	Transparency of the decision-making and communication processes	Ensure there is free access for information about the project to various groups whenever they request for it
Academic Research Institutes	Participate in technical activities such as workshops, training courses, experience sand research findings' exchange etc.	Budgetary constraints	Secure co-financing
Bilateral/Multilateral Agencies	Participate in technical activities such as workshops, IW conferences, technical meetings, twinning, training etc. Benefit from technical products of the project	Lack of networking opportunities during the IW:LEARN events	IW:LEARN should assist in establishing contacts with the IW focal points

Private Sector	Utilise investment opportunities offered by the project Assist IW projects in leveraging additional financing for implementation of SAPs	Obstacles in establishing adequate linkages with projects that might result in investment opportunities	Ensure that IW:LEARN facilitates clear communication with the projects
Transboundary/ Basin Bodies	Receive scientific knowledge, experiences and lessons learned from IW projects Ensure that there is clear communication with the projects	Transparency of the decision-making and communication processes	Maintain relationship with IW projects in their regions
Vulnerable Groups	To be identified/analysed and given more opportunity to interact with IW:LEARN project and air their concerns	Impacts on their lifestyles brought about by projects Not being given chance to participate in projects	Ensure that there is clear communication with these groups and project impacts on marginalised groups if any are identified and addressed

4. Engagement methods

The project will engage or communicate to various identified stakeholders as outlined in Table 3 below.

Table 3: Methods of Communicating to Stakeholders

Stakeholders group	Means of engagement	Rules for communication
Stakeholders to be affected, directly or indirectly, by the outcomes of the Project implementation	Project website Brochures and other printed materials Face to face trainings and dialogue events	Communication to be done by PCU
Project partners directly involved in project implementation	Meetings, exchange of minutes, memos etc.	In accordance with the rules for internal communication
Particularly vulnerable social groups (women, children, marginalised societies)	Consultation meetings – providing information, exchange of documentation and correspondence associated with projects	In accordance with the rules for internal communication, and the accepted custom
County governments and transboundary water commissions	Project website Brochures and other printed materials	Communication to be done by PCU

	Face to face trainings and dialogue events	
Non-governmental organizations (NGOs) interested in the Project	Direct meetings, Official letters	During meetings and on demand

5. Making Available Information

The project will endeavour to make information available to the public to allow stakeholders to get to know and understand both the environmental and social risks and impacts associated with the project, as well as opportunities provided by the project. This will enable them to utilise the project results and outputs to make informed decision in areas associated with trans-boundary water management.

On an ongoing basis, the project will have consultation on the new emerging issues of the project. The disclosures will be done to all stakeholders through project briefs or technical annual/biannual meetings and conferences.

6. Monitoring and reporting

Monitoring is an integral component of project management as it tracks and assesses progress towards achieving tangible development results associated with the project being implemented. It is an essential management tool which provides an opportunity to know whether results are being achieved as planned, what corrective action are needed to ensure delivery of the intended results and how they are making positive development contributions. This helps to detect problems earlier and coming up with appropriate measures to address them. Therefore, monitoring usually provides data used for analysis and synthesis prior to reporting for decision making.

Table 4: Reporting Format

	Parameter	Monitoring and reporting responsibility	Reporting period
1	Number of government agencies, transboundary water commissions, civil society organizations, private sector companies, indigenous groups and other stakeholder groups that have been involved in the project implementation phase	PCU	Annual basis
2	Number of persons (sex disaggregated) that have been involved in project implementation phase	PCU	Annual basis
3	Number of engagement (e.g. meeting, workshops, consultations, conferences) with stakeholders during the project implementation phase	PCU	Annual basis

4	Percentage of stakeholders who rate as satisfactory the quality of the services they receive	UNDP/UNEP-GEF (externally hired consultant)	Biannual basis
---	--	---	----------------

Table 5: Stakeholder Engagement Programme

Stakeholder group	Engagement method	Materials to be used	Location	Responsible organisation, person	Frequency
Stakeholders to be affected, directly or indirectly, by the outcomes of the Project implementation	Project Steering Committee Meeting Inform on the project implementation status Collect opinions and concerns Consultation meetings Holding targeted group meetings, as necessary Inform on the internal Project development issues, success and difficulties	Presentations Booklets, Brochures and progress leaflets Website posting GEF agencies reports	PCU	Project coordinator Communications officer	Annually
Stakeholders that participate in the project directly or indirectly	Project Steering Committee Consultation meetings Inform via direct meetings and reporting	Monitoring and Evaluation System	PCU	Project coordinator	Ad-hoc Annually
Stakeholders who are able to influence and decide the outcomes and the manner of the Project implementation or make decisions based	Project steering committee Inform on the project implementation status Consultation meetings	Surveys Leaflets Presentations Newsletters Project website posting Project reports	PCU	Project coordinator Training Specialist Communication Officer	Annually Ad-hoc

on the outputs of the project	Holding targeted group meetings				
----------------------------------	---------------------------------------	--	--	--	--

Annex 8: Gender Analysis and Gender Action Plan

In order to ensure that the IW:LEARN project meets GEF Gender Mainstreaming Policy and UNDP Gender Mainstreaming Approach, a “Gender Analysis and Action Plan” has been developed to ensure the mainstreaming of gender issues throughout the project. Mainstreaming gender through GEF programs and projects presents opportunities to increase the effectiveness of its investment in enhancing global environmental benefits. The GEF recognizes gender equality as an important social goal in and of itself, with associated implications for the projects that receive GEF support. This gender mainstreaming Policy has been developed following guidance provided by GEF Gender Equality Plan.

Gender Mainstreaming

Gender mainstreaming refers to a strategy for promoting gender equality, involving integration of the gender perspective and the promotion of gender equality in all activities throughout the project lifecycles. Gender mainstreaming aims at the introduction of gender-conscious thinking and procedures in project activities. This means taking conscious note of the significance of gender and the impact of gender differences on the activity, while ensuring that the activity promotes gender equality in addition to other objectives. The aim is for programming and project activity to take conscious account of the significance of gender, rather than being gender neutral.

Gender Action Plan

This plan is aimed at ensuring that both men and women have equal opportunities to participate in and benefit from the GEF project. The plan is achieved through progressive and efficient mainstreaming of gender dimensions throughout the project components and phases.

By developing a Gender Action Plan, the project will ensure that any gender-related adverse impact in the project is avoided, minimised and/or mitigated. The objective of this Plan is to outline actions that will be specifically taken within the duration of the project.

The Plan is divided into three parts:

1. Project overview.
2. Implementation throughout the GEF-project.
3. Monitoring & Evaluation and dissemination of lessons learned.

GEF Policy on Gender Mainstreaming

Gender mainstreaming and promoting women’s empowerment are strategic and operational imperatives for the GEF. Having launched its initial gender policy in 2011, the GEF approved a reinforced policy in October 2017, shifting the focus from a *gender-aware do no harm* approach to a *gender-responsive do good* approach. Men and women have differentiated access to natural resources and, as a result, they are affected differently by changes to these resources and dependent livelihoods. Gender inequality and social exclusion increase the negative effects of environmental degradation on women and girls. Despite recent promising policy and legal reforms, and the full appreciation in the region that

women in decision-making spaces can promote sustainable water resource use and management, persistent gender-discriminatory social and cultural norms, unequal access to land, water and productive assets, and unequal decision-making power continue to constrain women and men from equally participating in, contributing to, and benefitting from environmental projects and programs.

Project Overview of Gender Assessment

Women play a central role in the provision, management and safeguarding of freshwater and marine ecosystems. How water and marine resources are distributed, who has access and can make decisions on its use, depends on various social factors, including gender norms. While in the majority of societies women and girls are responsible for fetching and carrying water, and for using it for the health and wellbeing of their families, these women and girls rarely have the decision-making power it takes to control and preserve water and marine resources. This is true at the community, national, transboundary and international level. In addition, women are rarely represented in ministries responsible for decision making about water and marine ecosystems, and are generally not found in technical management roles.

During its new phase, GEF IW:LEARN, as the portfolio coordination mechanism, has the responsibility to provide programmatic guidance support to the IW portfolio as well as execute other activities to help portfolio projects support gender mainstreaming throughout the portfolio. Making a case for gender mainstreaming activities means to provide a learning example for external partners, governments and institutions on how to improve their own water and marine programs and training tools.

Gender Analysis

The first step of the Plan is to conduct a gender analysis at the early stage of project preparation in order to determine the different roles, needs and knowledge of women and men, thereby setting a baseline. This will then enable the development of gender-responsive project design, including the allocation of an appropriate budget and roles and responsibilities.

The gender goal of the project is to have appropriate skilled gender mix in the project. Since the project is global, and its activities are not directly geared towards the improvement of conditions of gender in specific national and local settings, the project aims at establishing a gender balance through equal participation in all of its activities. This should be reflected in the recommendations in the context of detailed explanations of the project's activities.

Adequate financial resource allocation is key to the achievement of all steps in the gender mainstreaming process in any project and is one of the biggest challenges in efforts to implement gender mainstreaming. While the project's budget structure does not explicitly present allocations for gender mainstreaming, it will implicitly identify resources required to mainstream gender during implementation and will allocate enough money to ensure that gender considerations are met during the life of the project.

Implementation

Implementation of gender mainstreaming involves strengthening the gender expertise involved in the project. This will ensure the longevity of gender responsiveness following completion of the project.

Therefore, it's key during implementation that the project builds gender capacities in both the project staff, partners and stakeholders.

The capacities to be build will focus on identifying gender needs, how to monitor gender parameters, how to report them, listing gender-responsive activities (e.g. gender analysis, monitoring and reporting of disaggregated data) etc. the project will therefore ensure that senior staff have information on how gender is mainstreamed in the project and how to ensure that all genders play their part during implementation.

The project will endeavour to ensure that women and men are represented equally in the project management, governance and activities. More significantly the project will assist the IW portfolio of projects to understand how the work can best assist women with water management issues.

The Project Management Unit will be staffed with considerations of gender balance and will also promote the use of women in technical roles within the project.

Through management and technical capacity training sessions the project will encourage a balance of women and men to further encourage the role of women in senior positions in water management.

The project will continue to address the gender dimension, in particular through activity 4.4.3 with the aim of streamlining this aspect into the TDA-SAP process. The project will capitalize on the materials developed and lessons learned and apply these to maximize uptake by the GEF IW portfolio either via innovative training techniques (online/face to face) or committed targeted support delivered by partners. The aim will continue to be to introduce systematic consideration of gender equity, woman empowerment and social inclusion in GEF's international waters portfolio approach for the improved management of transboundary waters and for more integrated resources management initiatives. The project will accelerate portfolio learning on this key thematic priority for the GEF portfolio. It will 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.

The project could also facilitate exchanges of experiences and online learning mechanisms on gender integration and the use of gender indicators. These may include ad-hoc trainings and workshops on sex-disaggregated water data collection and analysis, and on gender sensitive indicators. These twinnings (between projects) or wider trainings could be based on the 5 multi-faceted macro-modules – each composed by one or more sub-modules and exercises already developed in the previous phase, which offer a theoretical, interactive and practical learning experience.

The PCU will coordinate all dialogue events, in collaboration with the partners. This sub-component will seek to leverage further partner contributions by working with FAO, UNDP, UNEP, the World Bank and regional development banks, all focused on coastal and marine issues. Collaboration with SIWI's Source to Sea Action Platform, ICPDR and UNECE will bring in the freshwater focus in the context of this complex issue. Specific gender mainstreaming issues will be brought in the project through collaboration with WWF-US and UNESCO-WWAP.

In activity 4.4.3: Enhancement of the TDA-SAP Methodology to integrate Source-to-Sea management considerations as well as gender mainstreaming, the project will focus on including gender considerations as regards the TDA-SAP methodology.

Monitoring and reporting

Monitoring and reporting of gender-sensitive targets and indicators, both qualitative and quantitative are identified as key to the efficacy of these processes. Using baseline data, gender-responsive indicators are established at the project design stage. The indicators should be formulated to monitor impacts and progress in relation to the gender goals and targets and be integrated throughout the overall monitoring plan in order to identify good practices and lessons learned that promote gender equality, and incorporate remedial action that will redress any gender inequalities that arise during project implementation.

Gender Indicators

Indicator	Data Type	Frequency of reporting	Responsibility
Participation	Number of men and women that participated in project activities (e.g. meetings, workshops, etc.)	Annually	Project coordinator
Benefits	Number of men and women that received benefits (e.g. training, twinning, participation at global conferences etc..) from the project	Annually	Project coordinator
Project planning considerations	Number of strategies, plans and policies derived from the project that include gender considerations and were implemented within the IW portfolio	Bi-annually	Project coordinator
Gender balance of staff	Balanced gender at both management and technical consultancies of the project	Annually	Project coordinator

Annex 9: Procurement Plan

GEFID: 10374

UNDP Atlas: 6438

GEF IW:LEARN 5: Supporting Portfolio Coordination Within and Beyond the International Waters Focal Area, particularly in Small Island Developing States, Through Knowledge Sharing, Information Management, Partnership Building and Programmatic Guidance Services

Budget Line	List of Goods and Services Required	Budget (\$)	Budget (\$)	Budget (\$)	Budget (\$)	Brief Description of Procurement Process
		Year 1 (2021)	Year 2 (2022)	Year 3 (2023)	Year 4 (2024)	
COMPONENT ONE						
72100	Contribute to training on Water Conflict Prevention and Nature based solutions, make it useful for both marine and freshwater projects	10000	10000			UN2UN Interagency Agreement with UNECE
72100	Services for the 10 th GEF Biennial International Waters Conference	240000				Request for Proposal
72100	Services for the 11 th GEF Biennial International Waters Conference			210000		Request for Proposal
72100	Contracts for online course platform	25000				Request for Quotation
72100	Catering and other expenses	7500	75000	7500	7500	Request for Quotation
72100	Training on water conflict prevention Expertise to regional and thematic dialogues	10000	10000			Implementing Partner Agreement based on Prodoc and Cofinance pledge – ICPDR
72100	Training on water conflict prevention and management Supporting regional and thematic dialogues	10000	10000	3000		Implementing Partner Agreement based on Prodoc and Cofinance pledge – SIWI

72100	Stockholm World Water Week Contracts for Booths, Events and Catering	10000	10000	10000	10000	Single source procurement with SIWI (sole provider of services on terrain)
72100	Support regional dialogues	19160	19160	19160	19160	Implementing Partner Agreement based on Prodoc and Cofinance pledge – GWP
COMPONENT TWO						
71200	Consultant to manage content, web design, etc.	10400	10400	10400	10400	Request for Quotation
71200	Consultant/commercial entity to provide IT/web admin support, upgrade and maintain server and web services, etc.	10560	10560	10560	10560	Request for Quotation
72100	Website/database/Geonode hosting for 4-5 years	12500	12500	12500	12500	
71200	Consultant, commercial entity - to migrate server, update Geonode system, manage and upload new layers and maps	5000	5000	5000	5000	Request for Quotation
71200	Consultant to manage content	10250	10250	10250	10250	Request for Quotation
71200	Online subscriptions (Mailchimp, Exposure, Storymaps, etc.) for 4 years	1500	1500	1500	1500	Under 5K procurement
71200	Consultant to provide day-to-day support to Website users / projects on web/content management	8750	8750	8750	8750	Request for Quotation
71200	Consultant to provide IT/web admin support to Toolkit users	6880	6880	6880	6880	Request for Quotation
71200	Resource person/consultant	1200				CV Comparison

71200	Consultant to update Website Guidelines, promote to projects and monitor its implementation	10000				Request for Quotation
72100	Review and refine the Website Guidelines -Face-to-face meeting costs -1 webinar	3000		4500		Implementing Partner Agreement based on Prodoc and Cofinance pledge – ICPDR
71200	Consultant to coordinate the activities, prepare reports, provide technical assistance	5000	5000	5000	5000	Request for Quotation
72100	Face-to-Face meeting costs Roster and journalism competition (including travel)	4500	5000	5000		Implementing Partner Agreement based on Prodoc and Cofinance pledge – GRIDA
71200	Consultant to maintain online Roster	1500	1500	1500	1500	Request for quotation
71200	Consultant to scope, design the Comms Hub, and then upload content to the hub					CV Comparison
71200	Consultant to setup Comms Hub, Roster template	9600				Request for Quotation
71200	Consultant to prepare GEF publications	5000	5000	5000	5000	Request for Quotation
COMPONENT THREE						
71200	Consultant recruited by PCU to conduct two-fold assessment report	10000				Request for Quotation
72100	Development of SIDS Hub	19250	19250	19250	19250	Request for Quotation
72100	SIDS Courses - Training Material Development	29250	29250	29250	29250	Request for Quotation

72100	3 regional workshops – facilitation and hosting expenses	40000	40000	40000		UN2UN Interagency Agreement
72100	1 global workshop – SIDS - facilitation and hosting expenses		50000			UN2UN Interagency Agreement
72100	1 pre-IWC workshop for SIDS - facilitation and hosting expenses			30000		UN2UN Interagency Agreement
74500	Annual LME Consultation meeting catering and other meeting support costs	5000	5000	5000	5000	Single source procurement – UNESCO in-house sourcing
COMPONENT FOUR						
71200	Consultant to scope, design the hub, and then upload content to the hub	10000	10000			Request for Quotation
71200	Consultant to modify the TDA-SAP Methodology	20000				Request for Quotation
72100	convene the meetings and simulations					Implementing Partner Agreement based on Prodoc and Cofinance pledge – GWP
71200	-Information document preparation – conjunctive management dialogues	7500	7500			Request for Quotation
72100	-Planning meeting costs - conjunctive management dialogues		4000			Under 5K procurement
72100	Practical methodology that integrates MSP into the current TDA / SAP Manual. Training material for a one-week workshop and follow-up support. A set of good practice Blue Economy case studies relevant for LMEs. The materials will be	39750	39750	39750	39750	Implementing Partner Agreement based on Prodoc and Cofinance pledge – GRIDA

	produced in English and translated to French and Spanish, so that they are more broadly accessible by the LME community.					
72100	-Meeting costs – regional ocean dialogues	6000	6000	6000		Request for Quotation
71200	-Consultant to prepare and facilitate ocean dialogues	5000	5000	5000		Request for quotation
72100	Ocean Governance Game Simulation	10000				Implementing Partner Agreement based on Prodoc and Cofinance pledge – CSS
74500	Meeting costs – LME Consultation	5000	5000	5000	5000	Miscellaneous – in-house catering, no procurement possible, single source
72100	Consultant to prepare gender mainstreaming inserts to TDA-SAP Methodology	10000	10000			Request for quotation
72100	TDA-SAP Modifications - Source to sea considerations	7500	7500			Implementing Partner Agreement based on Prodoc and Cofinance pledge – SIWI
COMPONENT FIVE						
71200	Consultant to facilitate PS Panel, Regional dialogue, Investment Forums, Info Hub	15000	15000	15000	15000	Request for quotation
72100	Partnering sessions for pre-selected GEF IW projects and the Alliance for Water Stewardship (AWS) and other interested private sector actors to identify common alignments for future co-financing opportunities					Implementing Partner Agreement based on Prodoc and Cofinance pledge – WWF

72100	<p>Organization of a Global workshop on financing transboundary water cooperation and basin development</p> <p>Preparation of a publication on financing transboundary water cooperation in 2020-2021</p> <p>Online training course on sustainable financing approach for transboundary water projects, including specifically with the private sector</p>	12500	12500	12500	12500	UN2UN Interagency Agreement – UNECE
72100	Development of the Nature Based Solution (NBS) methodology for the GEF IW context	10000	10000			Implementing Partner Agreement based on Prodoc and Cofinance pledge – TNC
72100	<p>Preparation of sustainable financing toolkit for blue impact investment tailored towards GEF IW projects</p> <p>Online webinar on sustainable marine financing</p>	12500	12500	12500	12500	Implementing Partner Agreement based on Prodoc and Cofinance pledge – IUCN-Marine
PROJECT MANAGEMENT						
72400	Procurement of all suppliers needed to conduct virtual meetings and communications	2000	2000	2000	2000	Under 5K procurement
72500	Procurement of external providers of video editing, animation, outreach and publication design materials	5000	5000	5000	5000	Under 5K procurement
74500	Procurement of single source procurement of in-					Miscellaneous – in-house catering, no

	house printing and video editing services					procurement possible, single source
--	---	--	--	--	--	-------------------------------------

Annex 10: GEF Core indicators

Core Indicator 1	Terrestrial protected areas created or under improved management for conservation and sustainable use						(Hectares)
	Hectares (1.1+1.2)						
	Expected				Achieved		
	PIF stage	Endorsement	MTR	TE			
Indicator 1.1	Terrestrial protected areas newly created						
Name of Protected Area	WDPA ID	IUCN category	Hectares				
			Expected			Achieved	
			PIF stage	Endorsement	MTR	TE	
		Sum					
Indicator 1.2	Terrestrial protected areas under improved management effectiveness						
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score			
				Baseline		Achieved	
				PIF stage	Endorsement	MTR	TE
		Sum					
Core Indicator 2	Marine protected areas created or under improved management for conservation and sustainable use						(Hectares)
	Hectares (2.1+2.2)						
	Expected				Achieved		
	PIF stage	Endorsement	MTR	TE			
Indicator 2.1	Marine protected areas newly created						
Name of Protected Area	WDPA ID	IUCN category	Hectares				
			Expected			Achieved	
			PIF stage	Endorsement	MTR	TE	
		Sum					
Indicator 2.2	Marine protected areas under improved management effectiveness						
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score			
				Baseline		Achieved	
				PIF stage	Endorsement	MTR	TE
		Sum					
Core Indicator 3	Area of land restored						(Hectares)
	Hectares (3.1+3.2+3.3+3.4)						
	Expected				Achieved		
	PIF stage	Endorsement	MTR	TE			
Indicator 3.1	Area of degraded agricultural land restored						
			Hectares				
			Expected			Achieved	
			PIF stage	Endorsement	MTR	TE	

Indicator 3.2	Area of forest and forest land restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.3	Area of natural grass and shrublands restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 4	Area of landscapes under improved practices (hectares; excluding protected areas)					(Hectares)
			Hectares (4.1+4.2+4.3+4.4)			
			Expected		Expected	
			PIF stage	Endorsement	MTR	TE
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.3	Area of landscapes under sustainable land management in production systems					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
Include documentation that justifies HCVF			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 5	Area of marine habitat under improved practices to benefit biodiversity					(Hectares)
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Number			

			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.3	Amount of Marine Litter Avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 6	Greenhouse gas emission mitigated					(Metric tons of CO ₂ e)
			Expected metric tons of CO ₂ e (6.1+6.2)			
			PIF stage	Endorsement	MTR	TE
	Expected CO ₂ e (direct)					
	Expected CO ₂ e (indirect)					
Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO ₂ e			
			PIF stage	Endorsement	MTR	TE
			Expected CO ₂ e (direct)			
			Expected CO ₂ e (indirect)			
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.2	Emissions avoided Outside AFOLU					
			Expected metric tons of CO ₂ e			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			Expected CO ₂ e (direct)			
	Expected CO ₂ e (indirect)					
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.3	Energy saved					
			MJ			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 6.4	Increase in installed renewable energy capacity per technology					
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management					(Number)
Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation					

		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
			0	0	0	0
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
		Shared water ecosystem	Rating (scale 1-4)			
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
			4	4		
Core Indicator 8	Globally over-exploited fisheries Moved to more sustainable levels					(Metric Tons)
Fishery Details			Metric Tons			
			PIF stage	Endorsement	MTR	TE
Core Indicator 9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products					(Metric Tons)
			Metric Tons (9.1+9.2+9.3)			
			Expected		Achieved	
			PIF stage	PIF stage	MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)					
POPs type			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.2	Quantity of mercury reduced					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochlorofluorocarbons (HCFC) Reduced/Phased out					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste					
			Number of Countries			
			Expected		Achieved	

			PIF stage	Endorsement	MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	PIF stage	Endorsement
Core Indicator 10	Reduction, avoidance of emissions of POPs to air from point and non-point sources					(grams of toxic equivalent gTEQ)
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 10.2	Number of emission control technologies/practices implemented					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment					(Number)
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female	0	0	500	1000
		Male	0	0	500	1000
		Total	0	0	1000	2000

Annex 11: GEF 7 Taxonomy

Level 1	Level 2	Level 3	Level 4
<input checked="" type="checkbox"/> Influencing models			
	<input type="checkbox"/> Transform policy and regulatory environments		
	<input checked="" type="checkbox"/> Strengthen institutional capacity and decision-making		
	<input checked="" type="checkbox"/> Convene multi-stakeholder alliances		
	<input checked="" type="checkbox"/> Demonstrate innovative approaches		
	<input type="checkbox"/> Deploy innovative financial instruments		
<input checked="" type="checkbox"/> Stakeholders			
	<input type="checkbox"/> Indigenous Peoples		
	<input checked="" type="checkbox"/> Private Sector		
		<input type="checkbox"/> Capital providers	
		<input type="checkbox"/> Financial intermediaries and market facilitators	
		<input type="checkbox"/> Large corporations	
		<input type="checkbox"/> SMEs	
		<input type="checkbox"/> Individuals/Entrepreneurs	
		<input type="checkbox"/> Non-Grant Pilot	
		<input type="checkbox"/> Project Reflow	
	<input type="checkbox"/> Beneficiaries		
	<input checked="" type="checkbox"/> Local Communities		
	<input checked="" type="checkbox"/> Civil Society		
		<input type="checkbox"/> Community Based Organization	
		<input checked="" type="checkbox"/> Non-Governmental Organization	
		<input type="checkbox"/> Academia	
		<input type="checkbox"/> Trade Unions and Workers Unions	
	<input checked="" type="checkbox"/> Type of Engagement		
		<input checked="" type="checkbox"/> Information Dissemination	
		<input checked="" type="checkbox"/> Partnership	
		<input type="checkbox"/> Consultation	
		<input type="checkbox"/> Participation	
	<input checked="" type="checkbox"/> Communications		
		<input checked="" type="checkbox"/> Awareness Raising	
		<input type="checkbox"/> Education	
		<input type="checkbox"/> Public Campaigns	
		<input type="checkbox"/> Behavior Change	
<input checked="" type="checkbox"/> Capacity, Knowledge and Research			

	<input type="checkbox"/> Enabling Activities		
	<input checked="" type="checkbox"/> Capacity Development		
	<input checked="" type="checkbox"/> Knowledge Generation and Exchange		
	<input type="checkbox"/> Targeted Research		
	<input checked="" type="checkbox"/> Learning		
		<input type="checkbox"/> Theory of Change	
		<input checked="" type="checkbox"/> Adaptive Management	
		<input type="checkbox"/> Indicators to Measure Change	
	<input type="checkbox"/> Innovation		
	<input checked="" type="checkbox"/> Knowledge and Learning		
		<input checked="" type="checkbox"/> Knowledge Management	
		<input type="checkbox"/> Innovation	
		<input type="checkbox"/> Capacity Development	
		<input type="checkbox"/> Learning	
	X Stakeholder Engagement Plan		
<input checked="" type="checkbox"/> Gender Equality			
	<input checked="" type="checkbox"/> Gender Mainstreaming		
		<input type="checkbox"/> Beneficiaries	
		<input type="checkbox"/> Women groups	
		<input type="checkbox"/> Sex-disaggregated indicators	
		<input type="checkbox"/> Gender-sensitive indicators	
	<input type="checkbox"/> Gender results areas		
		<input type="checkbox"/> Access and control over natural resources	
		<input type="checkbox"/> Participation and leadership	
		<input type="checkbox"/> Access to benefits and services	
		<input type="checkbox"/> Capacity development	
		<input type="checkbox"/> Awareness raising	
		<input type="checkbox"/> Knowledge generation	
<input type="checkbox"/> Focal Areas/Theme			
	<input type="checkbox"/> Integrated Programs		
		<input type="checkbox"/> Commodity Supply Chains (²⁶ Good Growth Partnership)	
			<input type="checkbox"/> Sustainable Commodities Production
			<input type="checkbox"/> Deforestation-free Sourcing
			<input type="checkbox"/> Financial Screening Tools
			<input type="checkbox"/> High Conservation Value Forests
			<input type="checkbox"/> High Carbon Stocks Forests
			<input type="checkbox"/> Soybean Supply Chain
			<input type="checkbox"/> Oil Palm Supply Chain
			<input type="checkbox"/> Beef Supply Chain
			<input type="checkbox"/> Smallholder Farmers

		<input type="checkbox"/> Adaptive Management
	<input type="checkbox"/> Food Security in Sub-Sahara Africa	
		<input type="checkbox"/> Resilience (climate and shocks)
		<input type="checkbox"/> Sustainable Production Systems
		<input type="checkbox"/> Agroecosystems
		<input type="checkbox"/> Land and Soil Health
		<input type="checkbox"/> Diversified Farming
		<input type="checkbox"/> Integrated Land and Water Management
		<input type="checkbox"/> Smallholder Farming
		<input type="checkbox"/> Small and Medium Enterprises
		<input type="checkbox"/> Crop Genetic Diversity
		<input type="checkbox"/> Food Value Chains
		<input type="checkbox"/> Gender Dimensions
		<input type="checkbox"/> Multi-stakeholder Platforms
	<input type="checkbox"/> Food Systems, Land Use and Restoration	
		<input type="checkbox"/> Sustainable Food Systems
		<input type="checkbox"/> Landscape Restoration
		<input type="checkbox"/> Sustainable Commodity Production
		<input type="checkbox"/> Comprehensive Land Use Planning
		<input type="checkbox"/> Integrated Landscapes
		<input type="checkbox"/> Food Value Chains
		<input type="checkbox"/> Deforestation-free Sourcing
		<input type="checkbox"/> Smallholder Farmers
	<input type="checkbox"/> Sustainable Cities	
		<input type="checkbox"/> Integrated urban planning
		<input type="checkbox"/> Urban sustainability framework
		<input type="checkbox"/> Transport and Mobility
		<input type="checkbox"/> Buildings
		<input type="checkbox"/> Municipal waste management
		<input type="checkbox"/> Green space
		<input type="checkbox"/> Urban Biodiversity
		<input type="checkbox"/> Urban Food Systems
		<input type="checkbox"/> Energy efficiency
		<input type="checkbox"/> Municipal Financing
		<input type="checkbox"/> Global Platform for Sustainable Cities
		<input type="checkbox"/> Urban Resilience
	X Biodiversity	
	X Protected Areas and Landscapes	
		<input type="checkbox"/> Terrestrial Protected Areas
		X Coastal and Marine Protected Areas
		<input type="checkbox"/> Productive Landscapes
		X Productive Seascapes
		<input type="checkbox"/> Community Based Natural Resource Management
	<input type="checkbox"/> Mainstreaming	

		<input type="checkbox"/> Extractive Industries (oil, gas, mining)
		<input type="checkbox"/> Forestry (Including HCVF and REDD+)
		<input type="checkbox"/> Tourism
		<input type="checkbox"/> Agriculture & agrobiodiversity
		<input type="checkbox"/> Fisheries
		<input type="checkbox"/> Infrastructure
		<input type="checkbox"/> Certification (National Standards)
		<input type="checkbox"/> Certification (International Standards)
	<input type="checkbox"/> Species	
		<input type="checkbox"/> Illegal Wildlife Trade
		<input type="checkbox"/> Threatened Species
		<input type="checkbox"/> Wildlife for Sustainable Development
		<input type="checkbox"/> Crop Wild Relatives
		<input type="checkbox"/> Plant Genetic Resources
		<input type="checkbox"/> Animal Genetic Resources
		<input type="checkbox"/> Livestock Wild Relatives
		<input type="checkbox"/> Invasive Alien Species (IAS)
	XBiomes	
		X Mangroves
		X Coral Reefs
		X Sea Grasses
		X Wetlands
		<input type="checkbox"/> Rivers
		<input type="checkbox"/> Lakes
		<input type="checkbox"/> Tropical Rain Forests
		<input type="checkbox"/> Tropical Dry Forests
		<input type="checkbox"/> Temperate Forests
		<input type="checkbox"/> Grasslands
		<input type="checkbox"/> Paramo
		<input type="checkbox"/> Desert
	<input type="checkbox"/> Financial and Accounting	
		<input type="checkbox"/> Payment for Ecosystem Services
		<input type="checkbox"/> Natural Capital Assessment and Accounting
		<input type="checkbox"/> Conservation Trust Funds
		<input type="checkbox"/> Conservation Finance
	<input type="checkbox"/> Supplementary Protocol to the CBD	
		<input type="checkbox"/> Biosafety
		<input type="checkbox"/> Access to Genetic Resources Benefit Sharing
	<input type="checkbox"/> Forests	
	<input type="checkbox"/> Forest and Landscape Restoration	
	<input type="checkbox"/> Forest	<input type="checkbox"/> REDD/REDD+
		<input type="checkbox"/> Amazon
		<input type="checkbox"/> Congo

			<input type="checkbox"/> Drylands
	X Land Degradation		
		X Sustainable Land Management	
			X Restoration and Rehabilitation of Degraded Lands
			X Ecosystem Approach
			X Integrated and Cross-sectoral approach
			<input type="checkbox"/> Community-Based NRM
			<input type="checkbox"/> Sustainable Livelihoods
			<input type="checkbox"/> Income Generating Activities
			<input type="checkbox"/> Sustainable Agriculture
			<input type="checkbox"/> Sustainable Pasture Management
			<input type="checkbox"/> Sustainable Forest/Woodland Management
			<input type="checkbox"/> Improved Soil and Water Management Techniques
			<input type="checkbox"/> Sustainable Fire Management
			<input type="checkbox"/> Drought Mitigation/Early Warning
		<input type="checkbox"/> Land Degradation Neutrality	
			<input type="checkbox"/> Land Productivity
			<input type="checkbox"/> Land Cover and Land cover change
			<input type="checkbox"/> Carbon stocks above or below ground
		<input type="checkbox"/> Food Security	
	<input checked="" type="checkbox"/> International Waters		
		<input type="checkbox"/> Ship	
		X Coastal	
		X Freshwater	
			X Aquifer
			X River Basin
			X Lake Basin
		<input checked="" type="checkbox"/> Learning	
		<input type="checkbox"/> Fisheries	
		<input type="checkbox"/> Persistent toxic substances	
		X SIDS: Small Island Dev States	
		<input type="checkbox"/> Targeted Research	
		<input type="checkbox"/> Pollution	
			<input type="checkbox"/> Persistent toxic substances
			<input type="checkbox"/> Plastics
			<input type="checkbox"/> Nutrient pollution from all sectors except wastewater
			<input type="checkbox"/> Nutrient pollution from Wastewater
		<input type="checkbox"/> Transboundary Diagnostic Analysis and Strategic Action Plan preparation	
		<input type="checkbox"/> Strategic Action Plan Implementation	
		<input type="checkbox"/> Areas Beyond National Jurisdiction	

	<input type="checkbox"/> Large Marine Ecosystems	
	<input type="checkbox"/> Private Sector	
	<input type="checkbox"/> Aquaculture	
	<input type="checkbox"/> Marine Protected Area	
	<input type="checkbox"/> Biomes	
		<input type="checkbox"/> Mangrove
		<input type="checkbox"/> Coral Reefs
		<input type="checkbox"/> Seagrasses
		<input type="checkbox"/> Polar Ecosystems
		<input type="checkbox"/> Constructed Wetlands
	<input type="checkbox"/> Chemicals and Waste	
	<input type="checkbox"/> Mercury	
	<input type="checkbox"/> Artisanal and Scale Gold Mining	
	<input type="checkbox"/> Coal Fired Power Plants	
	<input type="checkbox"/> Coal Fired Industrial Boilers	
	<input type="checkbox"/> Cement	
	<input type="checkbox"/> Non-Ferrous Metals Production	
	<input type="checkbox"/> Ozone	
	<input type="checkbox"/> Persistent Organic Pollutants	
	<input type="checkbox"/> Unintentional Persistent Organic Pollutants	
	<input type="checkbox"/> Sound Management of chemicals and Waste	
	<input type="checkbox"/> Waste Management	
		<input type="checkbox"/> Hazardous Waste Management
		<input type="checkbox"/> Industrial Waste
		<input type="checkbox"/> e-Waste
	<input type="checkbox"/> Emissions	
	<input type="checkbox"/> Disposal	
	<input type="checkbox"/> New Persistent Organic Pollutants	
	<input type="checkbox"/> Polychlorinated Biphenyls	
	<input type="checkbox"/> Plastics	
	<input type="checkbox"/> Eco-Efficiency	
	<input type="checkbox"/> Pesticides	
	<input type="checkbox"/> DDT - Vector Management	
	<input type="checkbox"/> DDT - Other	
	<input type="checkbox"/> Industrial Emissions	
	<input type="checkbox"/> Open Burning	
	<input type="checkbox"/> Best Available Technology / Best Environmental Practices	
	<input type="checkbox"/> Green Chemistry	
	<input type="checkbox"/> Climate Change	
	<input type="checkbox"/> Climate Change Adaptation	
		<input type="checkbox"/> Climate Finance
		<input type="checkbox"/> Least Developed Countries
		<input type="checkbox"/> Small Island Developing States
		<input type="checkbox"/> Disaster Risk Management
		<input type="checkbox"/> Sea-level rise

		<input type="checkbox"/> Climate Resilience
		<input type="checkbox"/> Climate information
		<input type="checkbox"/> Ecosystem-based Adaptation
		<input type="checkbox"/> Adaptation Tech Transfer
		<input type="checkbox"/> National Adaptation Programme of Action
		<input type="checkbox"/> National Adaptation Plan
		<input type="checkbox"/> Mainstreaming Adaptation
		<input type="checkbox"/> Private Sector
		<input type="checkbox"/> Innovation
		<input type="checkbox"/> Complementarity
		<input type="checkbox"/> Community-based Adaptation
		<input type="checkbox"/> Livelihoods
	<input type="checkbox"/> Climate Change Mitigation	
		<input type="checkbox"/> Agriculture, Forestry, and other Land Use
		<input type="checkbox"/> Energy Efficiency
		<input type="checkbox"/> Sustainable Urban Systems and Transport
		<input type="checkbox"/> Technology Transfer
		<input type="checkbox"/> Renewable Energy
		<input type="checkbox"/> Financing
		<input type="checkbox"/> Enabling Activities
	<input type="checkbox"/> Technology Transfer	
		<input type="checkbox"/> Poznan Strategic Programme on Technology Transfer
		<input type="checkbox"/> Climate Technology Centre & Network (CTCN)
		<input type="checkbox"/> Endogenous technology
		<input type="checkbox"/> Technology Needs Assessment
		<input type="checkbox"/> Adaptation Tech Transfer
	<input type="checkbox"/> United Nations Framework on Climate Change	
		<input type="checkbox"/> Nationally Determined Contribution
	<input checked="" type="checkbox"/> Rio Markers	
	<input type="checkbox"/> Paris Agreement	
	<input type="checkbox"/> Sustainable Development Goals	
	X Climate Change Mitigation 0	
	<input type="checkbox"/> Climate Change Mitigation 1	
	<input type="checkbox"/> Climate Change Mitigation 2	
	X Climate Change Adaptation 0	
	<input type="checkbox"/> Climate Change Adaptation 1	
	<input type="checkbox"/> Climate Change Adaptation 2	

Annex 12: Co-financing letters

The following co-financing letters were received:

- United Nations Development Programme (UNDP)
- United Nations Environment Programme (UNEP)
- Intergovernmental Oceanographic Commission (IOC) of UNESCO
- CAP-NET
- United Nations Economic Commission for Europe (UNECE)
- Inter-American Development Bank (IDB)
- UNEP Danish Hydraulics Institute (THI)
- International Union for the Conservation of Nature Global Marine and Polar Programme (IUCN GMPP)
- International Commission for the Protection of the Danube River (ICPDR)
- The World Bank
- Organisation of the American States (OAS)
- The Nature Conservancy (TNC)
- United Nations Conference on Trade and Development (UNCTAD)
- GRID Arendal
- REV Ocean
- Intergovernmental Hydrological Programme (IHP) of UNESCO
- World Wildlife Fund United States (WWF-US)
- University of New South Wales (UNSW) Global Water Institute (GWI)

The above letters are provided separately.