

TERMS OF REFERENCE

Phase II – UNEP Project Component

Terminal Evaluation of the Joint UNDP/UNEP GEF Project GF/1020-04-03 (4813): “Strengthening Global Capacity to Sustain Transboundary Waters: The International Waters Learning Exchange and Resource Network (IW:Learn) Operational Phase”

INTRODUCTION

Phase I of this evaluation covered the UNDP project component and took place from July to November 2008. Phase II of the evaluation will cover the UNEP component of the project. The TORs of Phase II are similar to that of Phase I with a few modifications to take into account the lessons from Phase I. The consultant will consolidate the reports of Phase I and II into one report.

PROJECT BACKGROUND AND OVERVIEW

Project rationale

In pursuit of their respective environmental and development objectives, International Waters (IW) projects have similar capacity needs. At the outset, project proponents had difficulties to discover useful lessons, wisdom, and information resources or tested solutions to the shared waters problems they face. Learning principally by trial and error among isolated IW projects presented a serious challenge to effective adaptive management across the GEF IW portfolio. Fortunately, considerable untapped experience exists among GEF partners worldwide regarding the cooperative management of shared water resources. Projects supported by the GEF and its IAs in particular, have developed a wealth of practical experience over the past decade. Across the GEF IW portfolio, projects use common strategies – such as Transboundary Diagnostic Analysis (TDA)-driven Strategic Action Programmes (SAPs) – to generate adaptive management frameworks for sustaining their transboundary waters systems.

However, the valuable knowledge gained by mature projects and their partners was not readily available to emerging IW initiatives. For instance, only a fraction of GEF IW projects had maintained more than a token presence on the World Wide Web. A GEF *International Waters Program Study* further highlighted the difficulty of channeling lessons learned back into ongoing projects or into the project development process. Participants in GEF IW projects seeking these lessons found it challenging to discover them without targeted capacity-building or technical assistance from a dedicated technical support mechanism. Under the GEF’s OP10, a 3-year IW:LEARN pilot project was therefore established to provide such a mechanism. (See pilot phase project document on IW:LEARN Publications web page at www.iwlearn.net/abt_iwlearn/pubs).

The operational phase of the IW:LEARN project started in 2004 and builds upon the achievements of the experimental pilot phase IW LEARN project, incorporating the findings of its final independent evaluation (see *IW:LEARN Publications web page*). In view of the great interest raised by and successes of the UNDP-implemented pilot, all three Implementing Agencies (UNDP, UNEP and the World Bank) committed to jointly propose and realize the operational phase of the IW:LEARN project.

Global Objective

The IW:LEARN Full-Sized Project aims to strengthen Transboundary Waters Management (TWM) by facilitating structured learning and information sharing among stakeholders.

In pursuit of this global objective, IW:LEARN aims at improving the GEF IW projects' information base, replication efficiency, transparency, stakeholder ownership and sustainability of benefits through:

- A. Facilitating access to information about transboundary water resources among GEF IW projects
- B. Structured learning among GEF IW projects and cooperating partners
- C. Organizing biennial International Waters Conferences
- D. Testing innovative approaches to strengthen implementation of the IW portfolio
- E. Fostering partnerships to sustain benefits of IW:LEARN and associated technical support.

To help the GEF achieve its Strategic Priorities for International Waters as well as stated objectives of the Global Technical Support Component of OP10, project targets towards this objective included:

- From 2006 onward, all water bodies developing country-driven adaptive TWM programs with GEF assistance, benefitted from participating in structured learning and information sharing facilitated by GEF via IW:LEARN.
- From 2008 onward, successful IW:LEARN structured learning and information sharing services were institutionalized and sustained indefinitely through GEF and its partners.

Relevance to GEF Programmes

The operational phase of IW:LEARN (further referred to as IW:LEARN) directly contributes to the GEF's OP10 objective of developing several global International Waters projects aimed at :

- Deriving and disseminating lessons learned from projects undertaken in the pilot phase;
- Sharing the learning experience with groups of countries cooperating on International Waters projects; and
- Addressing the technical and institutional needs of those countries cooperating on International Waters projects.

The GEF replenishment included a specific US\$20 million for targeted learning within the portfolio, based on the success of the IW:LEARN approach in OP10 and piloted in GEF-2.

Executing arrangements

The implementing agencies for this project are UNDP and UNEP and the executing agencies UNDP/UNOPS and UNEP/DEWA, respectively. IW:LEARN integrates active involvement by all three GEF Implementing Agencies – as well as the GEF Secretariat – all of whom serve on IW:LEARN's Steering Committee (SC). Other key partners of the Project Coordination

Team (PCT) are listed on-line at: http://www.iwlearn.net/abt_iwlearn/pct/index.html. (Each activity-level partner is referred to as a “Partnership Activity Lead” or “PAL.”)

With the support of its SC members, their agencies and NGO partners, IW:LEARN facilitates the incorporation of successful measures into current and new projects, so that the GEF IW portfolio can expeditiously replicate positive results. IW:LEARN technical assistance to projects for appropriate use of ICT and the Internet also catalyzes increased transparency and participation. This, in turn, promotes greater stakeholder ownership and sustainability of transboundary management institutions assisted by the GEF. Thus by partnering through IW:LEARN, the three IAs advance their IW projects’ learning, replication efficiency, transparency, ownership and sustainability during and beyond the IW:LEARN Operational Phase project.

Project Activities

The IW:LEARN project activities are grouped in five components:

A. **INFORMATION SHARING**: Facilitating access to information about transboundary water resources among GEF International Waters projects. Activities include the IW:LEARN Information Management System at www.iwlearn.net and ICT technical assistance trainings offered both in face-to-face workshops and through distance learning.

B. **LEARNING**: Structured learning among GEF International Waters projects and cooperating partners. Activities include Regional Multi-Project Exchanges and Inter-Project Exchange Missions, Portfolio Subset learning opportunities (lake, aquifers, river basins, large marine ecosystems, coral reefs), and training in Public Participation activities.

C. **DIALOG**: Organizing biennial International Waters Conferences. These have included the 1st International Waters Conference ([Budapest, Hungary, 2000](#)), the 2nd International Waters Conference ([Dalian, China, 2002](#)) during the pilot phase, and the 3rd International Waters Conference ([Salvador do Bahia, Brazil, 2005](#)) and the 4th International Waters Conference (Cape Town, South Africa, 2007) during the operational phase of IW:LEARN.

D. **INNOVATION**: Testing innovative approaches to strengthen implementation of the IW portfolio. Efforts include a [South-East Asia Regional Learning Centre \(SEA RLC\)](#), a [Transboundary Waters Information Exchange Network for South-Eastern Europe \(TWIEN-SEE\)](#), and a [global roundtable on Integrated Water Resources Management \(IWRM\)](#)

E. **PARTNERSHIP**: Fostering partnerships to sustain benefits of IW:LEARN and associated technical support. Contributions to sustain advances in global transboundary water management include documentary film production, lessons learned documents and outreach materials, co-sponsorship of GEF International Waters projects in international events and conference, and efforts to integrate gender and water issues.

All three Implementing Agencies (IAs) jointly proposed and committed to realize the operational phase of the IW:LEARN project. Based on its comparative advantage as one of the implementing agencies in the GEF, UNEP is overseeing the implementation of Component A and one activity of Component D and one sub activity of Component B, while UNDP implements the remaining components and activities, with oversight informally shared with the World Bank/World Bank Institute.

UNOPS executes the UNDP-implemented portion of the project, comprising roughly 80% of the GEF's investment. Details on agencies roles can be found in their respective IW:LEARN Operational Phase Project Documents, and their shared Executive Summary, all linked from the IW:LEARN Publications web page.

The delivery of the IW:LEARN project through a range of interlinked products and services is visualized in figure 1.

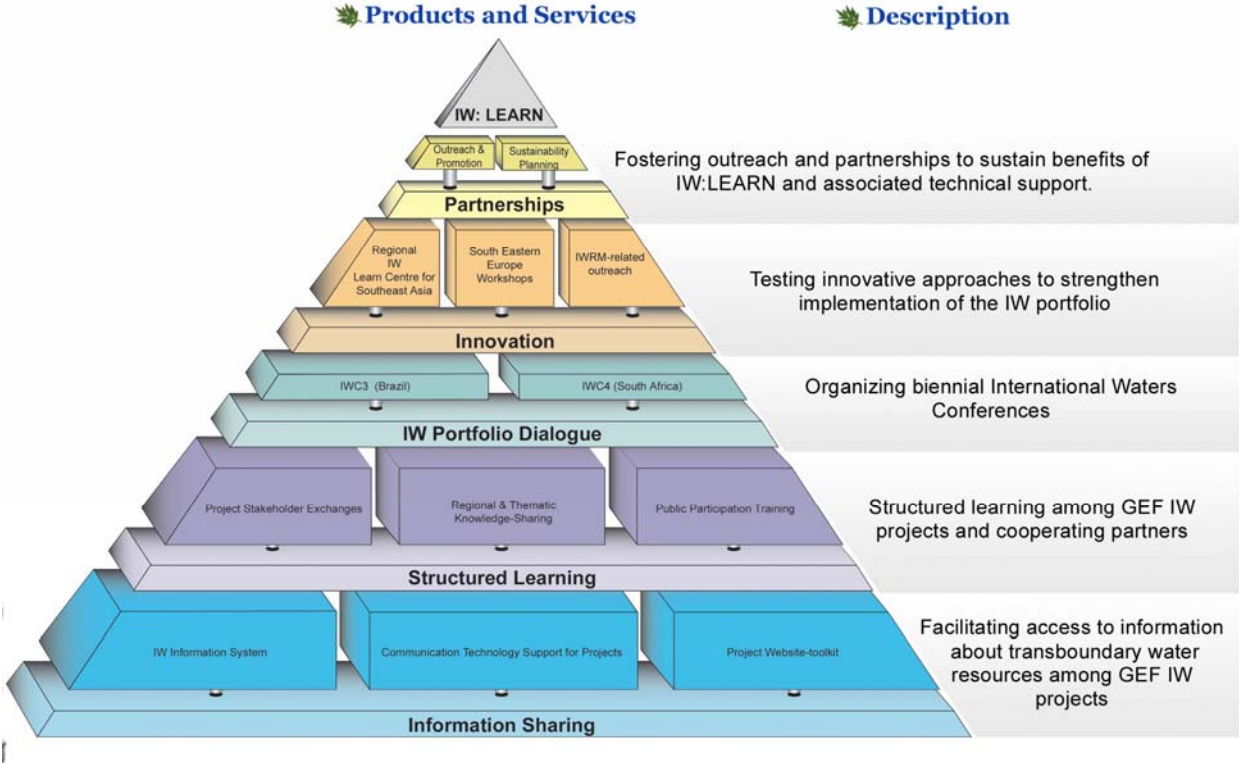


Figure 1: IW:LEARN Products and Services through which IW:LEARN aims at improving the GEF International Waters projects’ information base, replication efficiency, transparency, stakeholder ownership and sustainability of benefits.

A more detailed description of the activities within each Component is in the annex 6.

Budget

The allocation of GEF funds to UNEP was US\$1,346,534. The allocation to UNDP for the Full Size project was US\$4,938,073. The project also had co-financing from a number of partners (details in the project document).

TERMS OF REFERENCE FOR THE EVALUATION

1. Objective and Scope of the Evaluation

The objective of this terminal evaluation is to establish whether IW-Learn achieved its objective of strengthening Transboundary Waters Management through facilitating learning and information sharing among GEF stakeholders and the likelihood of future impacts. The evaluation will also assess project performance and the implementation of planned project activities and planned outputs against actual results. In addition, the evaluation will review the recommendations of the mid term Evaluation and their implementation. It will focus on the following main questions:

1. To what extent has the project strategy been successful in strengthening transboundary water management
2. Did the project effectively capture and disseminate the lessons from the IW projects?
3. Did the project activities foster structured learning and efficient replication of lessons among the GEF projects and cooperating agencies and enhance the technical capacity of the recipients?
4. How did the project activities translate into benefits for transboundary water management?
5. What mechanisms are in place to ensure stakeholder ownership and sustainability of the benefits of IW: LEARN and associated technical support?

2. Methods

The terminal evaluation of the joint UNDP/UNEP project will be in two phases. Phase I will cover the UNDP project component (29 days) (**completed**) and Phase II the UNEP project component (**1.5 month**). Phase II is longer to take into account the time for consolidation of the two reports from Phase I and Phase II.

It will be an in-depth evaluation using a participatory approach. The consultant will employ a number of methods including face-to-face interviews, a structured questionnaire and focus group discussions to involve as many stakeholders as possible. Based on the experience of Phase I of this evaluation, the second phase will emphasise face-to-face interviews with as many project beneficiaries as possible.

The Evaluator will consult and inform the UNEP/DGEF Task Manager, UNOPS Chief Technical Advisor, key representatives of the executing agencies and other relevant staff throughout the evaluation. The Evaluator will liaise with the UNEP/EOU, UNDP evaluation office, the UNEP/DGEF Task Manager and UNOPS Chief Technical Advisor on any logistic and/or methodological issues to properly conduct the evaluation in as independent a way as possible, given the circumstances and resources offered. The draft report will be circulated to UNEP/EOU, the UNDP evaluation office, UNOPS Chief Technical Advisor, UNEP/DGEF Task Manager, and key representatives of the executing agencies. Any comments or responses to the draft report will be sent to UNEP/EOU for collation and the consultant will advise of any necessary or suggested revisions.

The findings of the evaluation will be based on the following:

1. A desk review of project documents including, but not limited to:
 - (a) The project documents, outputs, monitoring reports (such as progress and financial reports to UNEP and (via UNOPS to) UNDP), and GEF annual Project Implementation Review reports) and relevant correspondence.
 - (b) Mid-Term Evaluation (MTE) report and management responses to the MTE
 - (c) Notes from the Steering Group meetings (www.iwlearn.net/sc) .
 - (d) Other project-related material produced by the project staff or partners GEF IW:LEARN web-site: www.iwlearn.net and its sub-section dedicated to the project implementation, www.iwlearn.net/abt_iwlearn.
 - (e) Relevant material published on the GEF IW: LEARN web site: www.iwlearn.net and its sub-section dedicated to the project implementation, www.iwlearn.net/abt_iwlearn.
 - (f) Mid-Term Evaluation (MTE) report and management responses and SC direction (all posted to www.iwlearn.net/mte) and www.iwlearn.net/sc.
2. Interviews with project management and technical support including: the UNEP/DGEF Project Task Manager, UNOPS Chief Technical Advisor and Fund Management Officers, and other relevant staff in UNDP and UNEP dealing with International Waters-related activities as necessary and partners. The Consultant shall also gain broader perspectives from discussions with relevant GEF Secretariat staff.
3. Face to face interviews, telephone interviews and focus group discussions with intended users for the project outputs and other stakeholders involved with this project, including in the participating projects and international bodies. The Consultant shall determine whether to seek additional information and opinions from representatives of donor agencies and other organisations. As appropriate, these interviews could be combined with an email questionnaire.
4. Survey of targeted beneficiaries of the project, including a sampling of GEF IW Task Force members, IA and EA line managers for projects, project managers, and direct participants in GEF IW:LEARN activities and interventions (including government, private sector and civil society).
5. Field visits to project staff in Washington DC (**Phase I**) and in **Phase II**- A sample of projects in Nairobi and Mombasa (IW:LEARN, WIO-Lab, SWIOF etc) Project staff in Nairobi and attend the GEF IW, Cairns Conference in Australia.

Key Evaluation principles.

In attempting to evaluate any outcomes and impacts that the project may have achieved, evaluators should remember that the project's performance should be assessed by considering the difference between the answers to two simple questions "*what happened?*" and "*what would have happened anyway?*". These questions imply that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. In addition, it implies that there should be plausible evidence to **attribute** such outcomes and impacts to the actions of the project **or determine the contribution** of the project to the outcomes and impacts.

Sometimes, adequate information on baseline conditions and trends is lacking. In such cases, this should be clearly highlighted by the evaluator, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

3. Project Ratings

The success of project implementation will be rated on 6-notch scale from ‘highly unsatisfactory’ to ‘highly satisfactory’. In particular, the evaluation shall **assess and rate** the project with respect to the eleven categories defined below:¹

A. Attainment of objectives and planned results:

The evaluation should assess the extent to which the project's major relevant objectives were effectively and efficiently achieved or are expected to be achieved and their relevance.

- *Effectiveness*: Evaluate how, and to what extent, the stated project objectives have been met, taking into account the “achievement targets”. The analysis of outcomes achieved should include, *inter alia*, an assessment of the extent to which the project has directly or indirectly assisted project practitioners and decision-makers to apply information and knowledge delivered via IW:LEARN in their project planning and decision-making. In particular:
 - Evaluate the immediate contribution/impact of the project in GEF project planning and decision-making and international understanding and use of transboundary waters issues and management.
 - As far as possible, also assess the potential longer-term contributions/impacts considering that the evaluation is taking place upon completion of the project and that longer term impact is expected to be seen in a few years time. Frame recommendations to enhance future project impact in this context.
- *Relevance*: In retrospect, were the project’s outcomes consistent with the focal areas/operational program strategies? Ascertain the nature and significance of the contribution of the project outcomes to the international waters portfolio, transboundary waters agreements and the wider portfolio of the GEF.
- *Efficiency*: Was the project implementation delayed and if it was, then did that affect cost-effectiveness? Assess the contribution of cash and in-kind co-financing to project implementation and to what extent the project leveraged additional resources. Did the project build on earlier initiatives, did it make effective use of available scientific and/or technical information. Wherever possible, the evaluator should also compare the cost-time vs. outcomes relationship of the project with that of other similar projects.

B. Sustainability:

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the GEF project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, e.g. stronger institutional capacities or better informed decision-making. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes. The evaluation

¹ However, the views and comments expressed by the evaluator need not be restricted to these items.

should ascertain to what extent follow-up work has been initiated and how project outcomes will be sustained and enhanced over time.

Four aspects of sustainability should be addressed: financial, socio-political, institutional frameworks and governance. The following questions provide guidance on the assessment of these aspects:

- *Financial resources.* Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood that financial and economic resources will not be available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes)? To what extent are the outcomes of the project dependent on continued financial support?
- *Socio-political:* Are there any social or political risks that may jeopardize sustenance of project outcomes? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- *Institutional framework and governance.* To what extent is the sustenance of the outcomes of the project dependent on issues relating to institutional frameworks and governance? What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for, the project outcomes/benefits to be sustained? While responding to these questions consider if the required systems for accountability and transparency and the required technical know-how are in place.

C. Achievement of outputs and activities:

- Delivered outputs: Assessment of the project's success in producing each of the programmed outputs, both in quantity and quality as well as usefulness and timeliness.
- Assess to what extent the project outputs produced have the weight of scientific authority / credibility, necessary to influence decision-makers, particularly at the project level.

D. Catalytic Role/ Replication

Identify examples of replication and catalytic outcomes? Replication in the context of GEF projects, is defined as lessons and experiences coming out of the project that are adopted or scaled up in the design and implementation of other projects. For example, do the options used by IW: LEARN to facilitate learning and information sharing across the GEF international waters portfolio have the potential for application in future projects and other locations or portfolios?

A catalytic role refers to the ability of a project to trigger similar activities i.e. has the IW: LEARN project caused innovative approaches to be adapted to new situations?

E. Assessment monitoring and evaluation systems.

The evaluation shall include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The Terminal Evaluation will assess whether the project met the minimum requirements for ‘project design of M&E’ and ‘the application of the Project M&E plan’ (see minimum requirements 1&2 in Annex 4). GEF projects must budget adequately for execution of the M&E plan, and provide adequate resources during implementation of the M&E plan. Project managers are also expected to use the information generated by the M&E system during project implementation to adapt and improve the project.

M&E during project implementation

- *M&E design.* Projects should have sound M&E plans to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART indicators (see Annex 4) and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified.
- *M&E plan implementation.* A Terminal Evaluation should verify that: an M&E system was in place and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period. Verify if reports were complete, accurate and with well justified ratings; that the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs; and that projects had an M&E system in place with proper training for parties responsible for M&E activities.
- *Budgeting and Funding for M&E activities.* The terminal evaluation should determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

F. Preparation and Readiness

This section assesses the quality of the project design and the preparations for the commencement of the project. When the project was designed were: the project’s objectives and components clear, practicable and feasible within its timeframe; the capacities of executing institution and counterparts properly considered; project beneficiaries appropriately selected; and lessons from the pilot IW: Learn project and other relevant projects properly incorporated. Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation; were the counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place?

G. Stakeholder participation / public awareness:

This consists of three related and often overlapping processes: information dissemination, consultation, and “stakeholder” participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or

stake in the outcome of the GEF- financed project. The term also applies to those potentially adversely affected by a project. The evaluation will specifically:

- Assess the mechanisms put in place by the project for identification and engagement of stakeholders in each participating GEF portfolio project and establish, in consultation with the stakeholders, whether this mechanism was successful, and identify its strengths and weaknesses.
- Assess the degree and effectiveness of collaboration/interactions between the various project partners and institutions during the course of implementation of the project.
- Assess the degree and effectiveness of any public awareness activities that were undertaken during the course of implementation of the project.

H. Financial Planning

Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. Evaluation includes actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation should:

- Assess the strength and utility of financial controls, including reporting, and planning to allow the project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds for the payment of satisfactory project deliverables.
- Assess whether the project has applied appropriate standards of due diligence in the management of funds and financial audits.

I. Implementation approach:

This includes an analysis of the project's management framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management. The evaluation will:

- Ascertain to what extent the project implementation mechanisms outlined in the project document have been closely followed. In particular, assess the role of the various committees established and whether the project document was clear and realistic to enable effective and efficient implementation, whether the project was executed according to the plan and how well the management was able to adapt to changes during the life of the project to enable the implementation of the project.
- Evaluate the effectiveness and efficiency and adaptability of project management and the supervision of project activities / project execution arrangements at all levels (1) policy decisions: Steering Group; (2) day to day project management in the UNDP/UNOPS PCU and in UNEP-DEWA and in co-ordination between the two.

J. UNEP and UNDP Supervision and Backstopping

- Assess the effectiveness of supervision and administrative and financial support provided by UNDP and UNEP/DGEF.
- Identify administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project.

The *ratings will be presented in the form of a table*. Each of the eleven categories should be rated separately with **brief justifications** based on the findings of the main analysis. An overall rating for the project should also be given. The following rating system is to be applied:

HS	= Highly Satisfactory
S	= Satisfactory
MS	= Moderately Satisfactory
MU	= Moderately Unsatisfactory
U	= Unsatisfactory
HU	= Highly Unsatisfactory

4. Evaluation report format and review procedures

The report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should be presented in a way that makes the information accessible and comprehensible and include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

The evaluation will rate the overall implementation success of the project and provide individual ratings of the eleven implementation aspects as described in Section 1 of this TOR. *The ratings will be presented in the format of a table with brief justifications based on the findings of the main analysis.*

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. Any dissident views in response to evaluation findings will be appended in an annex. The evaluation report shall be written in English, be of no more than 50 pages (excluding annexes), use numbered paragraphs and include:

- i) An **executive summary** (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the evaluation;
- ii) **Introduction and background** giving a brief overview of the evaluated project, for example, the objective and status of activities; The GEF Monitoring and Evaluation Policy, 2006, requires that a TE report will provide summary information on when the evaluation took place; places visited; who was involved; the key questions; and, the methodology.
- iii) **Scope, objective and methods** presenting the evaluation's purpose, the evaluation criteria used and questions to be addressed;
- iv) **Project Performance and Impact** providing *factual evidence* relevant to the questions asked by the evaluator and interpretations of such evidence. This is the main substantive section of the report. The evaluator should provide a commentary and analysis on all eleven evaluation aspects (A – K above).
- v) **Conclusions and rating** of project implementation success giving the evaluator's concluding assessments and ratings of the project against given evaluation criteria and standards of performance. The conclusions should provide answers to questions about whether the project is considered successful or unsuccessful, and whether the results are considered positive or

negative. The ratings should be provided with a brief narrative comment in a table (see Annex 1);

- vi) **Lessons (to be) learned** presenting general conclusions from the standpoint of the design and implementation of the project, based on good practices and successes or problems and mistakes. Lessons should have the potential for wider application and use. All lessons should ‘stand alone’ and should:
- Briefly describe the context from which they are derived
 - State or imply some prescriptive action;
 - Specify the contexts in which they may be applied (if possible, who when and where)

To the extent practicable, 1-3 lessons which could be transferable to other GEF capacity-building projects should be documented in the form of a similar number of ~4 pp. *International Waters Experience Notes*, per format provided at <http://www.iwlearn.net/experience>, in order to facilitate adapting these insights to future projects.

- vii) **Recommendations** suggesting *actionable* proposals for improvement of the current project. In general, Terminal Evaluations are likely to have very few (perhaps two or three) actionable recommendations.

Prior to each recommendation, the issue(s) or problem(s) to be addressed by the recommendation should be clearly stated.

A high quality recommendation is an actionable proposal that is:

1. Feasible to implement within the timeframe and resources available
2. Commensurate with the available capacities of project team and partners
3. Specific in terms of who would do what and when
4. Contains results-based language (i.e. a measurable performance target)
5. Includes a trade-off analysis, when its implementation may require utilizing significant resources that would otherwise be used for other project purposes.

- viii) **Annexes** may include additional material deemed relevant by the evaluator but must include:

1. The Evaluation Terms of Reference,
2. A list of interviewees, and evaluation timeline
3. A list of documents reviewed / consulted
4. Summary co-finance information and a statement of project expenditure by activity
5. The expertise of the evaluator. (Brief CV).

TE reports will also include any response/comments from the project management team regarding the evaluation findings or conclusions as an annex to the report. UNEP EOU will append the response/comments to the report.

Examples of UNEP GEF Terminal Evaluation Reports are available at www.unep.org/eou

Review of the Draft Evaluation Report

The Evaluator submits the draft report to the Chief of Evaluation UNEP. The Chief of Evaluation shares the report with the DGEF Project Officers for initial review and consultation. EOU/UNEP expects the DGEF staff and other stakeholders to comment on the

draft evaluation report providing feedback on any errors of fact and highlighting the significance of such errors in any conclusions. The consultation also seeks feedback on the proposed recommendations. UNEP EOU collates all review comments and provides them to the evaluators for consideration in preparing the final version of the report.

5. Submission of Final Terminal Evaluation Reports.

The final report shall be written in English and submitted in electronic form in MS Word format and should be sent directly to:

Segbedzi Norgbey, Chief,
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P.O. Box 30552-00100
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The Chief of Evaluation will share the report with the following individuals:

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The final evaluation report will be published on the Evaluation and Oversight Unit's web-site www.unep.org/eou and on IW:LEARN's own Web site (www.iwlearn.net/te) and may be printed in hard copy. Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website

6. Resources and schedule of the evaluation

The contract will begin on 1 October 2009 and end on 31 January 2010 (1 month and 3 weeks) spread over 4 months (**16 days of travel to Nairobi and Cairns**). The evaluator will submit a draft report for Phase II on 1 December 2009 and present a draft-consolidated report of Phase I and Phase II 31 December 2009. The consultant will submit the final reports (Phase II and the consolidated reports) by 31 January 2010.

The evaluator will after an initial telephone briefing with UNEP/EOU and UNEP/GEF, conduct initial desk review work (October 2009). On 26-30 October 2009, the Consultant will attend the GEF IW Conference in Cairns Australia and then visit Nairobi.

In accordance with UNEP/GEF policy, all GEF projects are evaluated by independent evaluators contracted as consultants by the EOU. The evaluator should have the following qualifications:

The evaluator should not have been associated with the design and implementation of the project in a paid capacity. The evaluator will work under the overall supervision of the Chief, Evaluation and Oversight Unit, UNEP. The evaluator should be an international expert in transboundary waters management or conservation with a sound understanding of international waters issues. The consultant should have the following minimum qualifications: (i) experience in international waters issues; (ii) experience with management and implementation of knowledge management projects and in particular with projects targeted at facilitating learning and information sharing amongst practitioners; (iii) experience with project evaluation. Knowledge of UNEP and UNDP programmes and GEF activities is desirable. Fluency in oral and written English is a must.

7. Schedule Of Payment

The consultant shall select one of the following two contract options:

Lump-Sum Option

The evaluator will receive an initial payment of 30% of the total amount due upon signature of the contract. A further 30% will be paid upon submission of the draft report. A final payment of 40% will be made upon satisfactory completion of work. The fee is payable under the individual Special Service Agreement (SSA) of the evaluator and **is inclusive** of all expenses such as travel, accommodation and incidental expenses.

In case, the evaluator cannot provide the products in accordance with the TORs, the timeframe agreed, or his products are substandard, the payment to the evaluator could be withheld, until such a time the products are modified to meet UNEP's standard. In case the evaluator fails to submit a satisfactory final product to UNEP, the product prepared by the evaluator may not constitute the evaluation report.

Annex 1. OVERALL RATINGS TABLE

Criterion	Evaluator's Summary Comments	Evaluator's Rating
A. Attainment of project objectives and results (overall rating) Sub criteria (below)		
A. 1. Effectiveness		
A. 2. Relevance		
A. 3. Efficiency		
B. Sustainability of Project outcomes (overall rating) Sub criteria (below)		
B. 1. Financial		
B. 2. Socio Political		
B. 3. Institutional framework and governance		
B. 4. Ecological		
C. Achievement of outputs and activities		
D. Monitoring and Evaluation (overall rating) Sub criteria (below)		
D. 1. M&E Design		
D. 2. M&E Plan Implementation (use for adaptive management)		
D. 3. Budgeting and Funding for M&E activities		
E. Catalytic Role		
F. Preparation and readiness		
G. Country ownership / drivenness		
H. Stakeholders involvement		
I. Financial planning		
J. Implementation approach		
K. UNEP Supervision and backstopping		
Overall Rating		

RATING OF PROJECT OBJECTIVES AND RESULTS

Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

RATINGS ON SUSTAINABILITY

A. Sustainability will be understood as the probability of continued long-term outcomes and impacts after the GEF project funding ends. The Terminal evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

Likely (L): There are no risks affecting this dimension of sustainability.

Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.

Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability

Unlikely (U): There are severe risks that affect this dimension of sustainability.

According to the GEF Office of Evaluation, all the risk dimensions of sustainability are deemed critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in any of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on ‘M&E Design’, ‘M&E Plan Implementation’ and ‘Budgeting and Funding for M&E activities’ as follows:

- Highly Satisfactory (HS): There were no shortcomings in the project M&E system.
- Satisfactory(S): There were minor shortcomings in the project M&E system.
- Moderately Satisfactory (MS): There were moderate shortcomings in the project M&E system.
- Moderately Unsatisfactory (MU): There were significant shortcomings in the project M&E system.
- Unsatisfactory (U): There were major shortcomings in the project M&E system.
- Highly Unsatisfactory (HU): The Project had no M&E system.

“M&E plan implementation” will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on “M&E plan implementation.”

All other ratings will be on the GEF six point scale.

GEF Performance Description	Alternative description on the same scale
HS = Highly Satisfactory	Excellent
S = Satisfactory	Well above average
MS = Moderately Satisfactory	Average
MU = Moderately Unsatisfactory	Below Average
U = Unsatisfactory	Poor
HU = Highly Unsatisfactory	Very poor

Annex 2. Co-financing and Leveraged Resources

Co-financing (basic data to be supplied to the consultant for verification)

0

Co financing (Type/Source)	IA own Financing (mill US\$)		Government (mill US\$)		Other* (mill US\$)		Total (mill US\$)		Total Disbursement (mill US\$)	
	Plann ed	Actual	Planned	Actual	Planne d	Actual	Plann ed	Actual	Planned	Actual
- Grants										
- Loans/Concessio nal (compared to market rate)										
- Credits										
- Equity investments										
- In-kind support										
- Other (*)										
-										
-										
-										
-										
-										
Totals										

* Other is referred to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

Leveraged Resources

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's,

foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

**Table showing final actual project expenditure by activity to be supplied by the UNOPS and UNEP Fund management Officer.
(insert here)**

Annex 3

Review of the Draft Report

Draft reports submitted to UNEP EOU are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review, consultation and comments. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. UNEP EOU collates the review comments and provides them to the evaluators for their consideration in preparing the final version of the report. General comments on the draft report with respect to compliance with these TOR are shared with the reviewer.

Quality Assessment of the Evaluation Report

All UNEP GEF Evaluation Reports are subject to quality assessments by UNEP EOU. These apply GEF Office of Evaluation quality assessment and used as a tool for providing structured feedback to the evaluator.

The quality of the draft evaluation report is assessed and rated against the following criteria:

GEF Report Quality Criteria	UNEP EOU Assessment	Rating
A. Did the report present an assessment of relevant outcomes and achievement of project objectives in the context of the focal area program indicators if applicable?		
B. Was the report consistent and the evidence complete and convincing and were the ratings substantiated when used?		
C. Did the report present a sound assessment of sustainability of outcomes?		
D. Were the lessons and recommendations supported by the evidence presented?		
E. Did the report include the actual project costs (total and per activity) and actual co-financing used?		
F. Did the report include an assessment of the quality of the project M&E system and its use for project management?		
UNEP EOU additional Report Quality Criteria	UNEP EOU Assessment	Rating
G. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
H. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented? Did the recommendations specify a goal and an associated performance indicator?		
I. Was the report well written? (clear English language and grammar)		
J. Did the report structure follow EOU guidelines, were all requested Annexes included?		
K. Were all evaluation aspects specified in the TORs adequately addressed?		
L. Was the report delivered in a timely manner		

GEF Quality of the TE report = 0.3*(A + B) + 0.1*(C+D+E+F)

EOU assessment of TE report = 0.3*(G + H) + 0.1*(I+J+K+L)

Combined quality Rating = (2* 'GEF EO' rating + EOU rating)/3

The Totals are rounded and converted to the scale of HS to HU

Rating system for quality of terminal evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

Annex 4 GEF Minimum requirements for M&E

Minimum Requirement 1: Project Design of M&E²

All projects must include a concrete and fully budgeted monitoring and evaluation plan by the time of Work Program entry (full-sized projects) or CEO approval (medium-sized projects).

This plan must contain at a minimum:

- SMART (see below) indicators for project implementation, or, if no indicators are identified, an alternative plan for monitoring that will deliver reliable and valid information to management
- SMART indicators for results (outcomes and, if applicable, impacts), and, where appropriate, corporate-level indicators
- A project baseline, with:
 - a description of the problem to address
 - indicator data
 - or, if major baseline indicators are not identified, an alternative plan for addressing this within one year of implementation
- An M&E Plan with identification of reviews and evaluations which will be undertaken, such as mid-term reviews or evaluations of activities
- An organizational setup and budgets for monitoring and evaluation.

2

Minimum Requirement 2: Application of Project M&E

- Project monitoring and supervision will include implementation of the M&E plan, comprising:
- Use of SMART indicators for implementation (or provision of a reasonable explanation if not used)
- Use of SMART indicators for results (or provision of a reasonable explanation if not used)
- Fully established baseline for the project and data compiled to review progress
- Evaluations are undertaken as planned
- Operational organizational setup for M&E and budgets spent as planned.

SMART INDICATORS GEF projects and programs should monitor using relevant performance indicators. The monitoring system should be “SMART”:

1. **Specific:** The system captures the essence of the desired result by clearly and directly relating to achieving an objective, and only that objective.
2. **Measurable:** The monitoring system and its indicators are unambiguously specified so that all parties agree on what the system covers and there are practical ways to measure the indicators and results.
3. **Achievable and Attributable:** The system identifies what changes are anticipated as a result of the intervention and whether the result(s) are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention.
4. **Relevant and Realistic:** The system establishes levels of performance that are likely to be achieved in a practical manner, and that reflect the expectations of stakeholders.
5. **Time-bound, Timely, Trackable, and Targeted:** The system allows progress to be tracked in a cost-effective manner at desired frequency for a set period, with clear identification of the particular stakeholder group to be impacted by the project or program.

Annex 5 List of intended additional recipients for the Terminal Evaluation

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Annex 6

A more detailed description of the activities within each Component follows below [lead IA w/EA in square brackets]:

COMPONENT A. Facilitating Access to Information on Transboundary Waters Resources among GEF IW Projects [UNEP]

Immediate Objective A: To facilitate the integration, exchange and accessibility of data and information among GEF IW projects, their partners and stakeholders.

Result A: Partners/stakeholders access information and data across GEF IW portfolio, sharing ICT tools to improve TWM.

Activity A1: Establish a central metadata directory of all available IW project data and information (GEF IW Information Management System: IW-IMS)

The International Waters Information System (IW-IMS) will serve as single entry point for access to GEF IW information. This activity will develop, test and institutionalize a supporting mechanism to enhance access to high quality data and information. Extending the International Waters Resource Centre (IWRC) information system created during the IW:LEARN Pilot Phase, and utilizing the UNEP.Net framework, the IW-IMS will include a central database with supporting utilities that provide remote search and transparent access to project profiles, contact information, publications, geo-referenced data, news, etc., that are available on-line and are relevant to GEF priority areas (e.g. project websites, thematic portals and clearing houses, other Resource Centres). Its interface will consist of a series of user prioritized “modules” that readily address IW stakeholders’ information needs and questions by harvesting and customizing information from a broader network of information partners.

Activity A2: Provide technical assistance to GEF IW projects to develop or strengthen Web sites and apply appropriate ICT tools according to defined ICT quality criteria, and connect all GEF IW project Web sites to the GEF IW-IMS.

The objective of this activity is to create and make GEF IW projects’ and partners’ Web sites interoperable, build capacity for their continued upkeep and utility, and to assist projects in developing and applying ICT solutions to TWM. It also repackages and applies the tools developed in Activity A1, and serves as a feedback mechanism for practical refinement of the functions and services offered by the IW-IMS.

COMPONENT B. Structured Learning Among IW Projects and Cooperating Partners

Immediate Objective B: *To establish and technically support a series of face-to-face and electronically -mediated structured learning activities – or learning exchanges – among related projects within the GEF IW portfolio.*

Result B: Enhanced TWM capacity in at least half of all GEF IW projects through sharing of experiences among subsets of the portfolio.

Activity B1: Organize 2-5 multi-project learning exchanges on a regional scale

This activity aims to enhance the implementation of regional subsets of the GEF IW portfolio by increasing the overall capacity of managers, transferring capacity from within these portions and from outside partners, and strengthening communication and learning exchanges across networks of GEF IW managers within these regions.

Sub-Activity B1.1 : *Caribbean Activity.* As indicated by the DeltAmerica MSP and the GEF-IW-LAC fora of the IW:LEARN pilot phase, facilitated dialog among different projects in the Caribbean geographic area may lead to improved efficiency and effectiveness. This activity facilitates discourse among GEF projects in IW and other focal areas. [UNEP]

Sub-Activity B1.2: *The African exchange.* This exchange will aim to develop a network of mutually supportive GEF IW projects in the region. On IW:LEARN’s behalf, WBI is pursuing partnership with the African Network of Basin Organizations (ANBO) to realize this sub-Activity. As Africa’s main organization for watershed management within and between

nations, ANBO is uniquely qualified to convene structured learning activities across its member basin organizations participating in GEF IW projects. [WBI w/UNOPS]

Sub-Activity B1.3: The Eurasian exchange. This sub-activity will focus on supporting a subset of nationally-driven “Capacity for Water Collaboration” training workshops over the 2004-2006 period. The series is under development through the leadership of the UNECE [Helsinki] Transboundary Waters Convention Secretariat and regional NGOs. [WBI w/UNOPS]

Activity B2 Organize and conduct multi-project learning exchanges for 3-5 subsets of similar projects in the GEF portfolio. [WBI w/UNOPS]

This activity aims to enhance the implementation of freshwater, marine and coral reef subsets of the GEF IW portfolio by increasing the overall capacity of managers, transferring capacity from within these portions and with outside partners, and strengthening communication and learning exchanges across networks of GEF IW managers managing similar ecosystem types. A blended learning approach will be used to promote ongoing sharing of experiences among each of these communities.

Activity B3 Coordinate inter-project exchanges between GEF IW projects and partners [UNDP w/UNOPS]

This activity builds upon lessons from the 2003 pilot and brings together project managers, scientists and technical experts, non-governmental organization leaders, and policy makers for exchanges of project experiences and lessons learned during multi-week “learning missions.” The exchanges enable participating institutions to share experience and learn from each other in practical ways through collaborative face-to-face interactions over two to six week periods.

Activity B4: Provide face-to-face and virtual training to enhance public participation in Transboundary Waters Management. [UNDP w/UNOPS]

This activity will include 3-5 workshops, perhaps one entirely in distance mode and/or one aimed at training trainers to continue this initiative after the IW:LEARN FSP has concluded. In addition, a Website and electronic community of practice will be established to support ongoing sharing of information resources and experiences among participants (supported under Component A’s GEF IW-IMS).

COMPONENT C. Biennial International Waters Conferences [UNDP w/UNOPS]

Immediate Objective C: *To hold GEF IW conferences in 2005 and 2007, gathering the IW community to showcase, share, and assess experience among GEF IW projects, stakeholders, evaluators and other IW programs and institutions.*

Result C: The GEF hosts two global conferences for the GEF IW portfolio, including exchange of experience within the portfolio and with related transboundary waters programs.

Activity C1: Organize the third³ GEF International Waters Conference (Rio de Janeiro, 2005)

³ Two previous International Waters Conferences confirmed a strong portfolio-wide demand for regular, face-to-face contact among key GEF project, agency and partner personnel.

The 3rd IW Conference took place in Brazil, in 2005. Continuing the success of the previous conferences, IWC3 featured issue and region-based plenaries, seminars, peer-to-peer discussions, participatory workshops and individual meetings. Sessions were designed to facilitate information exchange among project initiatives and to encourage collaboration and replication wherever feasible. The conferences also provided an opportunity for GEF to showcase successes and highlight lessons learned across the IW community, including current and prospective TWM partners.

Activity C2: Organize fourth GEF International Waters Conference (Cape Town, 2007)

The 4th IW Conference was held in Cape Town, South Africa. With the exception of CSD participation, activities will largely parallel those of IWC3, taking into account any procedural lessons or guidance provided through the project's independent mid-term review. Given the proximity of Cape Town to the GEF IW-supported Benguela Current LME, as well as the host country's progressive water management policies, one or more site visits were envisioned. A key output of a second conference was to further plan extension of this biennial GEF IW 'conference of the parties' in a participatory setting, based on the demonstrated and evaluated results, beyond the term of this IW:LEARN full size project.

COMPONENT D. Testing Innovative Approaches to Strengthen Implementation of the IW Portfolio

Immediate Objective D: *To test, evaluate and replicate novel approaches and ICT tools to meet IW stakeholder needs.*³⁷

Result D: GEF agencies develop, test and, where successful, replicate regional, sub-regional and thematic demonstrations to improve Transboundary Water Management among GEF IW projects.

Activity D1: Develop South East Asia Regional Learning Center (SEA-RLC) [UNEP]

The SEA-RLC (Regional Learning Centre) tests the decentralization of IW:LEARN structured learning and information management through partnership with a university partner in Bangkok to develop sustaining capacity to serve and foster enhanced cross-fertilization among a regional subset of freshwater and marine projects in South East Asia. The SEA-RLC was to establish a regional IW Web site interlinked with the sites and data archives GEF IW projects in the region and the broader IW-IMS. This site will include a regional roster of IW experts and a virtual library of resource materials, both to be maintained by the center. The activity will then develop, deploy and maintain a regional GIS database for IW projects, along with dissemination of materials relating its application to TWM decision-making. The activity was however redirected after the Mid-Term Evaluation in support of the implementation of Component A.

Activity D2: Provide face-to-face and virtual training, knowledge sharing and capacity-building and cooperation between IW stakeholders in Southeastern Europe and the Mediterranean Sea [World Bank w/UNOPS]

A series of roundtables for senior officials and experts will serve as the coagulant for a regional TWM information exchange network launched via Internet to foster a regional

IWRM community of practice in the Southern Mediterranean in support of the Petersberg Declaration and Athens Process. Based on the long term World Bank involvement in transboundary freshwater, coastal and marine resources management activities in Southeastern Europe and the Mediterranean, this activity supports and combines the efforts of the Petersberg Process (jointly coordinated by the Government of Germany and the World Bank) and the Athens Declaration Process (jointly coordinated by the Government of Greece and the World Bank).

Activity D3: CSD/GEF Roundtable on IWRM or other priority issue to emerge from CSD -12 (April 2004). [UNDP w/UNOPS]

A global roundtable, in follow-up to CSD-12 (and contributing to CSD-13) will establish linkages and alignment of the GEF IW community as synergistic with and contributing to CSD processes, which in turn contributes to sustaining the benefits of GEF interventions over the long term. CapNet, a UNDP capacity building project for IWRM, is providing substantial in-kind contributions to IW:LEARN. Thus, CapNet will be a key partner in realizing this activity.

COMPONENT E. Fostering Partnerships to Sustain Benefits of IW:LEARN and Associated Technical Support

Immediate Objective E: *To sustain and institutionalize information sharing and structured learning across GEF IW projects, partners and stakeholders.*

Result E: GEF agencies design and implement a strategic plan to sustain IW:LEARN project services and benefits to the GEF IW community.

Activity E1: Develop partnerships to sustain IW:LEARN's benefits through dialog with GEF Implementing Agencies (IAs), Executing Agencies (EAs), and external organizations. [UNDP w/UNOPS]

This activity facilitates internal dialogue among the GEF Secretariat and IW:LEARN's Implementing and Executing agencies, and outreach to IW project stakeholders to explore, plan and implement partnerships with the GEF Secretariat, UNDP, UNEP, World Bank, Executing Agencies and external service providers.

Outreach among stakeholders, and dialogue with partners – according to the project's Sustainability Plan and Stakeholder Involvement Plan will help develop an overall Strategic Plan

for sustainability of IW:LEARN benefits. Partnerships outlined in this Strategic Plan will complement the activities of Operational Phase components A through D. Lead and supporting partners will be identified to build and transfer sustaining capacity to carry forward the specific services and activities of each component. The implementation of strategic partnerships will build and progressively transfer full sustaining capacity to continue successful IW:LEARN services and benefits. IW:LEARN will work with stakeholders and partners to formulate, implement and evaluate a Sustainability Plan for each successful (and sustainable) activity within every component. At the end of 4 years, all successful Operational Phase activities will have been operationalized or transferred to sustaining institutions.

Activity E2: Promote GEF IW contributions to sustainable development and participation of GEF IW projects in broader TWM community. [UNDP w/UNOPS]

This activity aims to increase the outreach and interactions between the GEF IW portfolio and the broader water resources, coastal and marine management and scientific community. An IATF selection of various sets of 3-4 projects will represent the GEF IW portfolio for at least 8 international freshwater and/or marine events – such as CSD-13, World Water Forum 4, the IWRA Congress, the World Bank’s Water Week or the 7th Environmental Management of Enclosed Coastal Seas (EMECS) Conference. At the SC discretion, IW:LEARN PCU may also help organize sessions or side-events where these projects present their experiences. The activity also supports stakeholder involvement in the GEF IW learning portfolio through generation of a small series of outreach materials to address common TWM issues and priority.

In addition to GEF IW projects’ participation in international events, IW:LEARN will assist the GEF in conveying its projects’ TWM experiences and lessons through a suite of outreach materials for the greater community. Through an audience-appropriate choice of communication media (paper, video, CDROM or DVD), these materials will synthesize and build upon information outputs from Components AD, and contribute to the world’s understanding about International Waters issues and solutions.

Highlights among outreach materials include creating and pitching a video documentary exploring the mystique and function of LMEs, as well as the GEF’s role in their transboundary management (E2.2).

In addition, a traveling exhibit (E2.3) will connect GEF IW projects with community-based initiatives addressing gender and water issues to enhance and sustain the benefits of TWM. In addition, the IW:LEARN PCU will produce, circulate and syndicate a periodic bulletin of GEF IW projects’ news, events, experiences, lessons, challenges and innovative solutions.

In the interest of transparency and stakeholder communication, measurements of progress relative to indicators for each of these activities, as presented in the Project Documents, can be found via links from the “IW:LEARN Mission and Activities” web page at: http://www.iwlearn.net/abt_iwlearn/pns.