

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

GEF Global: Strengthening Capacity for Global Knowledge Sharing in International Waters

Project Title: **Component 1: International Waters Distance Learning Project ([IW:LEARN](#))**
Project Number: GLO/98/G33/A/1G/71
Duration: 3 years
Project site: Global
ACC/UNDP sector: 0400
& sub-sector: 0650 Marine Environment / 1940 Development & Technology Transfer / 2040 Awareness & Education
Executing agency: Tides Center (NGO)
Implementing agency: UNDP in partnership with the World Bank, UNEP, & GEFSEC
UNDP-GEF inputs: \$1,930,400
Parallel funding: \$2,887,090
UNDP PAC approval date: 30 November 1998
Estimated Start Date: 1 January 2000
Estimated End Date: 31 December 2002
GEF Task Manager: [Andrew HUDSON](#)

UNDP/GEF & cost sharing:

GEF/UNDP	\$ <u>1,930,400</u>	(See Table 8)
Cost-sharing	\$ <u>2,887,090</u>	(See Table 9)
TOTAL	\$ <u>4,817,490</u>	

Summary Project Description The purpose of this project is to improve global management of transboundary water systems by increasing capacity to replicate best practices and lessons learned in each of the GEF International Waters Operational Programs. The project consists of three components:

Component 1, the **International Waters Distance Learning Project (IW:LEARN)** is an innovative inter-institutional partnership to build a Web-based “knowledge community” among transboundary waters projects. The purpose is to expand knowledge-sharing so that people who live in and manage transboundary water systems can better learn from and teach each other. IW:LEARN will draw upon the experiences and intellectual resources of GEF and its three Implementing Agencies (UNDP, World Bank, and UNEP), co-financing partners, and 40+ regional waters projects. During Phase 1 (2000-2002), IW:LEARN will:

- (1) Train and mobilize a Web-based **Implementation Team** (representing at least 20 countries) whose members will catalyze and carry out knowledge-sharing activities within and across their respective home projects;
- (2) Develop waters-related **knowledge products** (e.g., courses, seminars, Web sites) to be shared and tested by the IW:LEARN Implementation Team, making use of new communications technologies and drawing upon intellectual resources of the participating projects, UNDP, World Bank, UNEP, and other partners;
- (3) Create a globally accessible **“Web space” (i.e., an extranet)** dedicated to learning and knowledge-sharing about International Waters, integrating no fewer than 8 support sites, 30 hubs, 180 “portable classrooms”, and dial-up connections from anywhere on the Internet;
- (4) Articulate future-oriented **methodologies for building Web-based knowledge communities** in developing countries, demonstrating results and work-in-progress at the GEF International Waters strategic planning and assessment meetings to be held in 2000 and 2002.

With external co-financing and institutional partnerships, IW:LEARN will intensify Implementation Team training and on-the-ground activities, especially in Africa. With continued global extension of the Internet, Phase 2 (2003-2004) will emphasize regionalization, scaling up successful virtual community-building methods, and financial models that vastly expand access to learning.

Component 2, TRAIN-SEA-COAST, will establish six new regional centers for course development, each to produce three courses using the TRAIN-X methodology. Course selection will be guided in part by a participatory Needs and Resources Assessment (December 1996) in which mature GEF-financed International Waters projects identified training and education as their main priority. IW:LEARN and TSC will target new areas for the development of TSC curricular materials and will facilitate the conversion of selected TSC courses/modules into distance learning formats.

Component 3, biennial GEF International Waters meetings, will be arranged in 2000 and 2002 for portfolio-wide strategic planning and exchange of project experience and lessons learned. A plan to scale up IW:LEARN activities will be presented at the second of these meetings of project managers, scientists, and policy makers.

On behalf of:	<u>Signature</u>	<u>Name/Title</u>	<u>Date</u>
UNDP	_____	_____	_____
Executing Agency:			
The Tides Center	_____	_____	_____

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I. CONTEXT

1. Background

The earth's great water systems are in crisis. In every region of the globe, fisheries are declining. Lakes, rivers, and oceans are being polluted by industries and urban sprawl. Coastal and river ecosystems are being super-fertilized with nitrogen-laden agricultural run-off and untreated wastes. Ships and currents are spreading species into ecosystems where they cause havoc. Groundwater is being depleted faster than it is being recharged. The earth's coral reefs are bleaching and dying for reasons not fully understood. Everywhere, biologically rich wetlands, estuaries, and mangroves are declining at alarming rates.

An array of national, regional, and international agreements attempts to protect the world's water systems. Fishing, shipping, pollution, groundwater, and the protection of critical habitat are well regulated—in principle. A vast body of law and protocol exists on paper. Yet the complexity of these agreements, insufficient financing, fragmentation of institutional responsibilities, uneven national commitments, institutional weakness, conflict among parties, ambiguities in jurisdiction, and lack of enforcement capacity all serve to undercut what is written and nominally agreed to.

In most countries, water resource management is the bailiwick of a thin stratum of under-financed environmental ministries, regional programs, commercial interest groups, scientific researchers, and NGO activists. Regionally, few institutions have the mandate, political authority, financial clout, or implementation capacity to enforce or carry out multiparty agreements. At all levels—national, regional, and global—research, long-term planning, continuing dialogue, public education, political negotiation, new financial commitments, and consensus building are urgently needed so that agreements on paper can translate to sustainably managed water systems.

II. PROJECT JUSTIFICATION

2. Needs Addressed by GEF-financed International Waters Projects

Taken together, GEF initiatives and their associated co-financing represent the world's single largest source of financing to protect transboundary waters systems. By the end of FY1998, GEF had invested about \$215 million in these activities, with roughly equivalent co-financing from national governments, other development donors, and private sources. By the year 2001, GEF and its partners will have launched 40+ international waters projects, representing nearly \$1 billion in total financing. These projects will involve conservation and management activities and implementation of regional strategic action plans in nearly every large marine ecosystem and in most major freshwater systems in developing and transitional countries. The projects address a wide range of needs, including:¹

- Degradation of water quality from land-based sediment, debris, toxic chemicals, nutrient dumps, or the introduction of oxygen-demanding wastes;
- Degradation of wetlands, mangroves, estuaries, and coral reefs as a result of land conversion, dredging, coastal construction, and irrigation;
- Introduction of non-indigenous species from untreated ballast discharges
- Depletion of living and non-living resources due to over-fishing and excessive freshwater withdrawal.

3. Lost Knowledge and Dissipation of Learning

GEF's project portfolio encompasses a vast but egregiously underutilized wealth of institutional and human experience. Driven by an overall mandate for innovation, virtually every major International Waters policy theme and every area of cutting-edge scientific inquiry is reflected in GEF's portfolio. GEF's projects reflect the latest thinking in regional planning and Integrated Coastal Zone Management. They incorporate a full range of participatory planning and public participation methods. They test the latest technologies for pollution

¹ *GEF Operational Strategy*, "International Waters", p. 45

monitoring, measurement, and scientific visualization. They invent new data gathering techniques, new indicators, and new analytic approaches. They conduct inventories and launch research in the world's least known and most poorly understood water systems. Everywhere, they generate data, findings, recommendations, debate, and written products.

Despite the overall wealth of experience and expertise, GEF projects are *not* normally able to extend and recycle the knowledge that they produce. In effect, the fruit is grown, but rarely harvested. Loss of knowledge and dissipation of learning is a costly weakness that debilitates and undercuts the system as a whole:

- Projects under formulation rarely have access to projects that have “been there and done it.” Lessons learned through hard years of trial and error typically translate as aphorisms or a slick final report.
- Although the directors of GEF projects all encounter (and solve) many of the same problems on a day-to-day basis, they rarely have the opportunity to meet, discuss, or learn from each other. When projects end, international consultants serve as the purveyors and translators of institutional memory.
- Virtually all GEF International Waters projects engage in a lengthy process of policy analysis and consensus building. They are required to produce a blueprint for regional action, the Strategic Action Plan (SAP). Projects financed under Operational Programs 8 and 9 include the obligation to carry out a Transboundary Diagnostic Analysis (TDA). This includes a catalogue of regional issues, an analysis of root causes, and the role of stakeholders in the problems and potential solutions. However, a great investment of time and resources is required to produce, first, a Transboundary Diagnostic Analysis and, then, to agree upon a Strategic Action Plan. If the process is done inefficiently (i.e., new projects not learning the how-to from older projects), then the lion's share of resources ends up in planning rather than in implementation of the plan.
- For mid-level and junior personnel -- the core to the next generation of planners and doers -- training opportunities are highly limited, or at best, classroom-bound. Opportunities for cross-project internships, apprenticeships, and international site visits do not exist. Participation in international scientific meetings, specialized technological training, and collaborative research are limited primarily to senior staff. Opportunities to earn advanced degrees are inaccessible to all but a few senior staff.
- The idea of “technical assistance” is associated with institutional cultures that provide expensive, specialized, mobile international consultants. While peer-to-peer technical assistance and South-South learning are often cited as values, few practical mechanisms are in place to translate values into reality.
- Each GEF Implementing Agency has formidable comparative advantage in International Waters. (e.g., UNDP: Capacity-building experience in fisheries, coastal zone management, and project implementation. UNEP: International Waters convention, agreements relating to the marine environment, international action involving shared water bodies. The World Bank: Loan and technical assistance financing, policy reform, knowledge management. The GEF umbrella should harmonize the strengths and create synergy among the three Implementing Agencies. Yet too often the Implementing Agencies divide rather than share responsibilities. They view projects as “theirs.” Beyond exchanges of documents -- generally at the top -- few concrete means are in place whereby proponents on the ground can meaningfully benefit from each other's experiences.

4. Potential of the Internet to Improve Knowledge-Sharing

Growth of the Internet has created new capacity with which GEF can address weakness in inter-project and inter-institutional knowledge sharing. Four trends are at work:

- Exponential Internet growth in developing countries. At the present rate, all GEF and other international projects and the overwhelming majority of associated government agencies, NGOs, and universities are likely to be connected to the Internet within the next few years. The coming Internet will be far more interactive, multilingual, multimedia, graphic, information-rich, and searchable than even the Internet of today.
- Significant GEF investment in information technology. GEF international waters projects typically invest no less than 15 percent of their budgets (often more) in computer-related hardware and associated training—conservatively, at least \$60 million (including co-financing) thus far. This amount will more than double within the next three years. Project proponents are increasingly able to put these new capacities to work. Schools and NGOs are often better equipped than government agencies and regional organizations.
- Interlinking of information initiatives among UN agencies, government bodies, NGOs, and community-based organizations. Within the UN and its partner agencies, new synergies are possible within a growing number of information technology, scientific, and policy initiatives—for example, the Global Waters Partnership, the UNDP Strategic Initiative for Oceans and Coastal Management (SIOCAM), the Sustainable Development Network and program, Global International Waters Assessment (GIWA), and others.
- A creative boom is underway in the field of distance learning. Information technology is revolutionizing education's content, assumptions, methods, and cost factors. Nowhere is the potential greater than in developing countries. The boom in distance learning will provide unimagined training opportunities for those who live in and manage the world's water systems.

5. The Evolution of International Waters:LEARN

The International Waters Learning Exchange and Resources Network (IW: LEARN) has conceptual and organizational roots in a regional meeting of Latin American NGOs that was held in La Paz, Bolivia in 1993 (a *consulta popular* sponsored by UNDP). The *consulta* served as a brainstorming forum on the use of information technology to address poverty alleviation and environmental deterioration. Subsequent steps lead to the creation of IW:LEARN, as summarized in Table 1.

Table 1

A Thumbnail History of IW:LEARN

- UNDP sponsored a consulta popular, La Paz, Bolivia, to discuss NGO access to information technology, 1993.
- A software model was developed around idea of interlinked gopher sites, to serve as a Latin American environmental information-sharing system. Gopher tools in prototype and tested, 1994.
- A project plan for a decentralized environmental information system was presented at a regional planning meeting of UNDP-GEF Latin American environmental project officers held in Mexico in 1994. The proposal was to create a unified platform in which information could be shared across a wide range of technological conditions.
- A software model for a unified inter-project information environment (called the UNiem) was designed around metaphors associated with “the GEF Project Cycle” and “a regional virtual environmental library and publication system.”. Conceptually, the model assumed the evolution of hundreds of inter-linked Web sites. UNDP provided seed financing to develop an on-the-ground pilot project (known as GEFRII) in 1995.
- The refined notion that interlinked projects could function synergistically as decentralized publication and information system was vetted at GEF’s first Project Development Workshop, held in Barbados in 1995. The pilot project – with its emphasis on Web technology and marine and coastal zone issues – took shape through brainstorming with about 30 Caribbean NGO and government representatives.
- GEFRII provided hands-on training and tested its tools in the Dominican Republic in 1995. Partners included the GEF-funded Coastal Zone Biodiversity Protection Project, the UNDP Country Office, a half dozen Dominican NGOs and universities. That process led to the first Web site to be developed and hosted in the DR, 1995
- Sharing of GEFRII experience at a GEF-sponsored information technology workshop in Costa Rica in 1995 produced several requests for participation from other projects and countries. In 1995, the UNDP Regional Bureau for the Arab States and the Bureau for Africa joined with the Bureau for Latin America and the Caribbean to re-conceptualize GEFRII as a cross-regional International Waters initiative.
- A feasibility study was undertaken in 1996 to evaluate the feasibility of global framework for learning exchange among International Waters projects. A cross-section of GEF project managers strongly confirmed the need for training in technology applications and in International Waters.
- In December 1996, several of GEF’s most experienced International Waters project directors contributed to the planning process through a “Needs and Resources Assessment Workshop” under the auspices of the UNDP Strategic Initiative on Oceans and Coastal Area Management (SIOCAM).
- In 1997, GEF approved a Project Development Facility (Block B) grant to formulate the present project proposal, approved by the GEF Council in June 1998. (See Table 6 for relationship between the three project components.)
- In 1998, infoDev (a multilateral fund for innovative information technology activities, administered through the World Bank) approved a demonstration project for three themes: (i.) student aid packages for distance learning in developing countries, (ii) curricula to be shared among secondary schools in coastal communities; and (iii) virtual participation in international scientific meetings and conferences.
- In 1998, a partnership was established with UNEP to develop an International Waters “best practices” database.
- UNDP submitted a major co-financing request to the European Commission, “Building a Knowledge Community Across the Internet Among Transboundary Waters Projects in Africa.”
- In Autumn 1998, a first IW:LEARN support site was set up at Royal Holloway, University of London. A first cohort of 15 Implementation Team recruits from 8 GEF projects completed an intensive 7-week “Training, Brainstorming, and Planning Workshop”, including 8 trainees who participated in a one-year, experimental distance Masters program.
- In late 1998, IW:LEARN became a program of the Tides Center, a US-based NGO “umbrella organization” that provides administrative and project management services to social change and environmental action programs.
- In 1999, an agreement was reached with World Bank to co-develop and test 3-4 activities in the area of knowledge management/International Waters.
- A second IW:LEARN support site is being set up (Washington DC), to be used for training, a residency program, housing of computers, and production of distance learning materials. A third support site is being planned for Africa in 2000.
- IW:LEARN is exploring a partnership with the UN Volunteers program to create a category of “cyber volunteers” who would work virtually full-time but not necessarily travel to participating project sites.

6. Infrastructure for a “Knowledge Community”

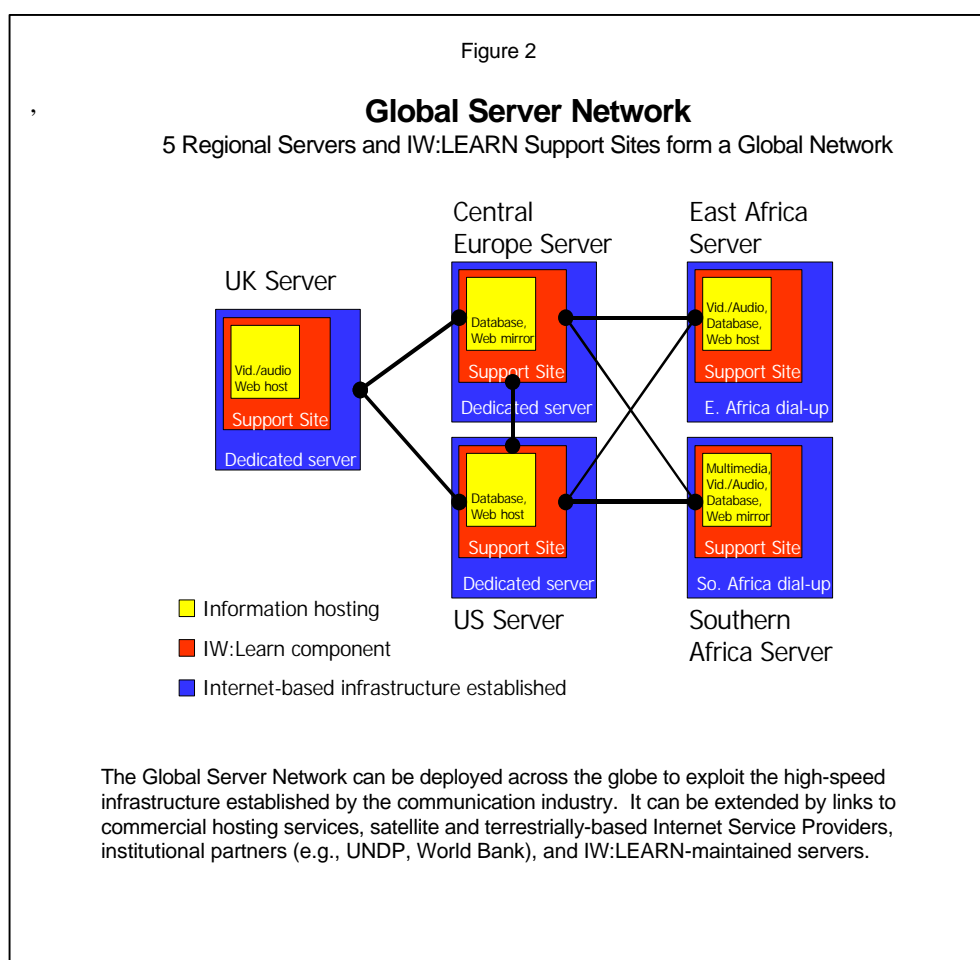
The term “Knowledge Community” is used here to refer to individuals and organizations who are distributed around the globe geographically but who function as a “community” on the World Wide Web. Knowledge communities of this sort were scarcely conceivable a few short years ago, but they are rapidly coming to life with the spread of the Internet. The “newest” part of this phenomenon is not the spread of technology but the corresponding spread of vision and the shared commitments that technology makes possible. The sociology, economics, and politics of knowledge communities are far less understood than their enabling infrastructure.

The present initiative will help a Knowledge Community come to life in the area of International Waters. As shown in Figure 1, at least 20+ GEF-financed regional waters projects constitute the building blocks of the nascent community. During year 1, approximately 8-10 projects will launch the effort to extend, test, and refine the technological infrastructure upon which the Knowledge Community will be built. UNDP, World Bank, and UNEP will collaborate to create the initial infrastructure framework. Additional projects (GEF and non-GEF-financed) will join the initiative during the second and subsequent years of implementation. Several core themes, i.e., areas of shared knowledge and interest, are shown illustratively in Figure 1.

(Figure 1 here.)

Technologically, the Knowledge Community will be made up of six infrastructure elements:

1. **A Global Server Network.** The key to IW:LEARN infrastructure is an “extranet” that will support the social and organizational evolution of the shared “community space”. Technically, the term “extranet” refers to the intranets and the Local Area Networks (LANs) of participating projects, GEF Implementing Agencies, and other partners that are linked on and across the Internet. As shown in Figure 2, the extranet is defined by a configuration of servers. The Global Server Network will be extended through high-speed links with commercial hosting services, global Internet Service Partners, institutional partners (e.g., UNDP, World Bank), and IW:LEARN-maintained servers. The servers support and unify the proliferation of project-related web hosts, information services, support services, communications nodes, and the like.

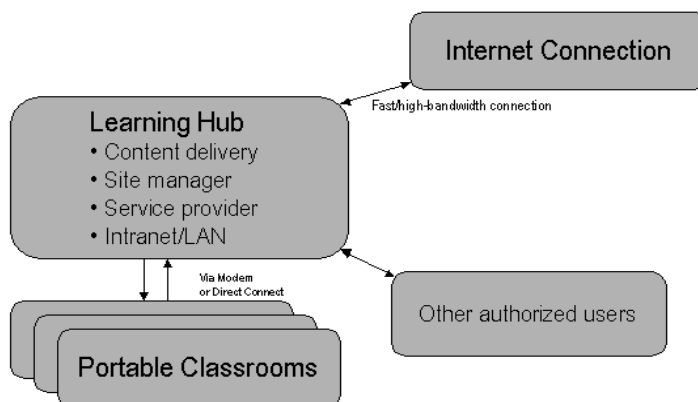


2. **Support sites.** “Support sites” are physical locations for training, provision of technical support services, and the hosting of servers and services. As shown in the accompanying figure, above, some support sites “mirror” (i.e., replicate) the information structure of databases or the services from other support sites. Mirroring serves as a form of backup to provide redundancy in the event of system failure and improves overall speed of access across the system. (By dial-in to a regionally based site, users can avoid the “traffic jams” that frequently clog intercontinental Internet traffic during periods of peak demand.) A wide range of technical services can be managed from the support sites – web hosting, information archives, online data bases, streaming media, conferencing, course hosting, etc. In some cases, NT servers are operated from the support sites. In other cases, a corporate telecommunications provider maintains high-end machines on or close to the Internet backbone but specific content is managed virtually by the IW:LEARN technical team. As of late 1999, a UK Support Site (Royal Holloway, University of London) offers a distance Masters program. A Washington DC Support Site is being set up as a training center and co-location facility for collaborative activities with the World Bank. The first regional support site will be set up in Africa in 2000.

3. **Learning Hubs.** “Learning hubs” are institutional nodes from which trained members of the IW:LEARN Implementation Team can develop and support country-based programs. Learning hubs have both technical and substantive components. The skills to operate or manage a Learning Hub are introduced during intensive 5-week “Training, Brainstorming, and Planning Workshops”. Not all trainees attending the workshop are expected to have the skills, resources, or institutional mandate to return home to manage a Learning Hub. A curriculum on “How to Develop and Manage a Learning Hub” will be developed for subsequent training workshops. Examples of knowledge-sharing activities that can be developed at a Learning Hub are shown in Table 3.

Figure 3

Learning Hub Concept



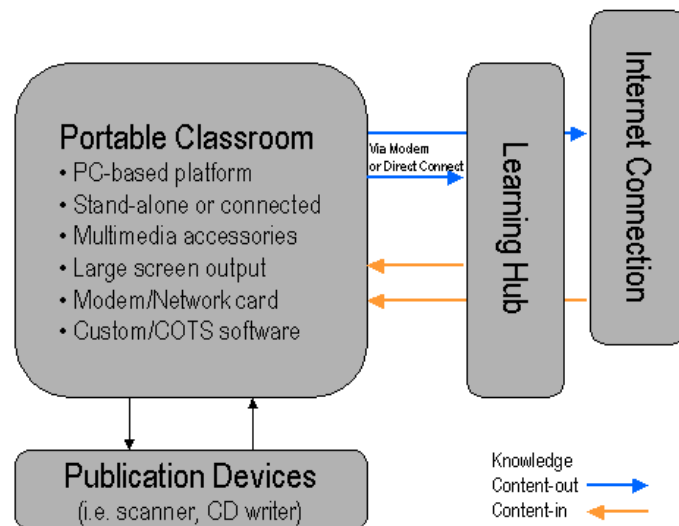
A Learning Hub_ is a server location technically or programmatically managed by a trained, country-based member of the IW:LEARN Implementation Team. The hub is equipped with the tools, software, and services specific to the regional knowledge community. It can serve as a reflector site and as a dial-in access point in a Virtual Private Network (VPN).

In the 5-week “Training, Brainstorming and Planning Workshop”, each of the Implementation Team Members will return to his or her country with the specifications for equipment and managerial capability of setting up a full Learning Hub. Learning Hubs are critical to the extension of a content-specific dedicated teaching/learning environment at the national or project level. “Portable Classrooms” extend that capacity to the community, school, or ministry level.

4. **Portable Classrooms.** “Portable classrooms” are hardware/software systems that are designed and configured to allow field-based members of the Knowledge Community to be linked remotely to the virtual learning environment. A “portable classroom” consists of these elements: a trained individual with ideas or commitments related to international waters; a portable multimedia-equipped computer system that can connect to the Internet at a minimum speed of 28.8 kilobytes per second; a suite of software tools that facilitate communication and knowledge-sharing with other members of the Knowledge Community; a physical space, such as a “real classroom”, where teaching, learning, and other community activities can take place. As shown below, Figure 4, the Portable Classroom is linked by modem or direct connection to a Learning Hub, and directly or indirectly, to the Internet. The Portable Classroom also can function as an offline, standalone publication center.

Figure 4

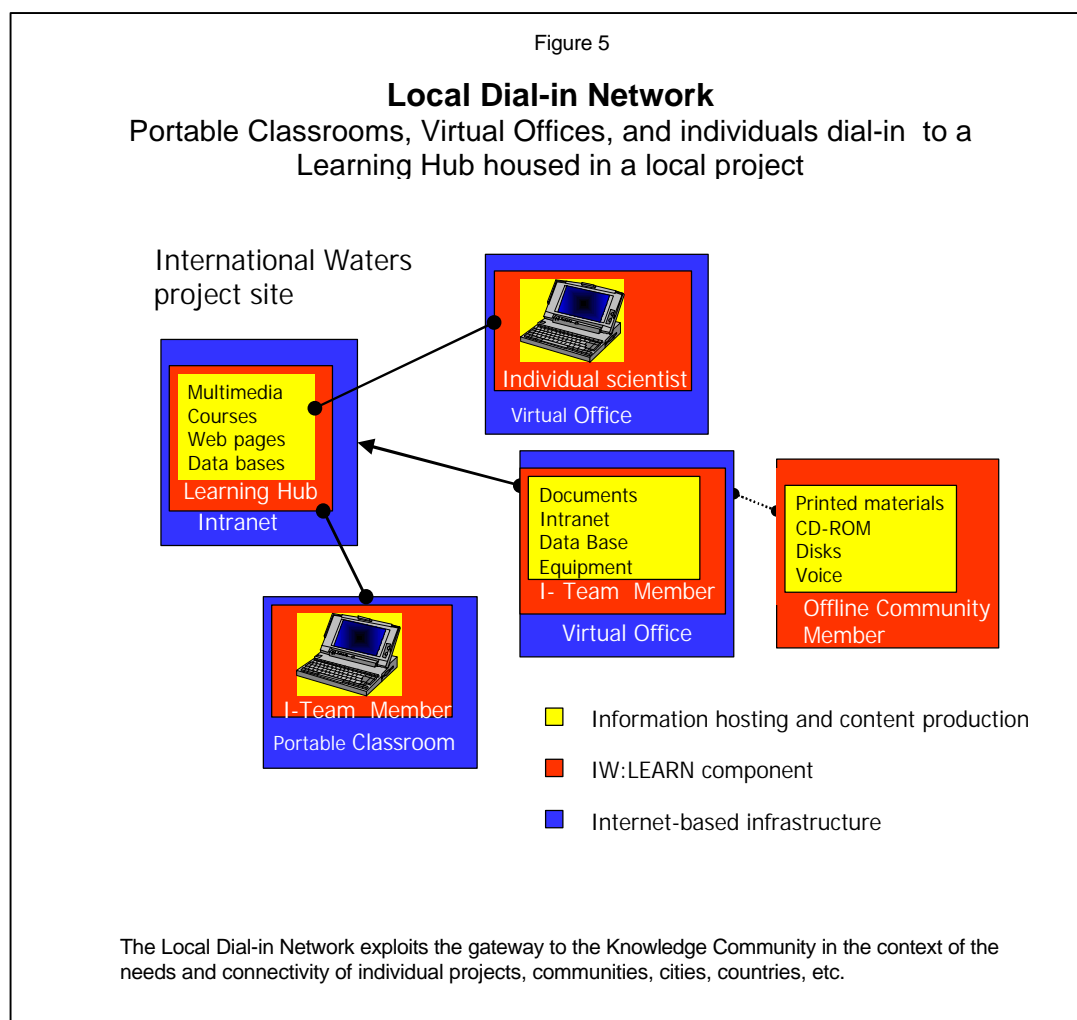
Portable Classroom Concept



A “Portable Classroom” refers to a durable multifunction computer (portable desktop or laptop machine), associated peripherals, software, and integration of the hardware with a set of services and distance learning applications that are supported on a virtual private network dedicated to this project.

Portable Classrooms are conceptualized as the model work environment for people participating in this project who are working on the ground in schools, training centers, government offices, NGOs, research centers, etc. They are relatively low-cost, modular systems that are integrated with peripherals and pre-selected software. They serve as portals to dedicated services on the World Wide Web, but they can also function as standalone units fully usable in the offline environment.

5. **Dial-in connections.** Each participating GEF International Waters project (Table 2) maintains relationships with hundreds of organizations, research centers, teaching institutions, and government offices. Most projects are active in several countries. In most of these countries, the availability of bandwidth is steadily increasing; its costs are going down; and Internet services are being extended to secondary cities, field stations, and increasingly, to mobile locations such as research vessels. Each year, thousands of new schools, offices, and homes acquire dial-in capacity. The Learning Hub – Portable Classroom configuration can be replicated and scaled up within each of the participating projects, as shown below in Figure 5.



6. **Offline information flow.** Portable Classrooms are intended to function primarily in the offline mode. In most instances, dial-in connection is occasional rather than continuous. Once information is uploaded/downloaded via the Local Dial-in Network, the Portable Classroom serves as an information-enriched environment for teaching/learning. Regularly updated CD ROM disks can be reproduced inexpensively to capture and mirror the online content of a dynamic Learning Hub that is connected to the Knowledge Community through a more robust connection. CDs can then be distributed by mail or hand, enabling schools, libraries, and small research centers to acquire specialized resources. An inexpensive printer converts any Portable Classroom into a formidable publication unit. A Portable Classroom is similarly designed to integrate with local cable television or new kinds of services, such as digital radio via satellite.

Table 2

First Cohort of GEF International Waters Projects participating in IW:LEARN Training

Water body	Regional IW project	Main location	Countries involved	Participation in IW:LEARN 1998-99	Participation target, 2000-2001
AFRICA Gulf of Guinea	“Water Pollution Control and Biodiversity Protection in the Gulf of Guinea Large Marine Ecosystem” (1994)	Abidjan (Cote d’Ivoire)	Benin, Cote d’Ivoire, Cameroon, Ghana, <i>Nigeria</i> , Togo (with planned expansion to include all GOG states)	Sent participant to IWL 7-week training Workshop Project CTA is a member of IWL Technical Advisory Panel	Project expected to set up pilot “learning hubs” and “portable classrooms;” Training program/distance MSc candidates from at least 2 more countries
Lake Tanganyika	“Lake Tanganyika Biodiversity Project”	Dar es Salaam (Tanzania)	Burundi, Tanzania, Congo, Zambia	Project staff member contributed to training during 1998 IWL Workshop	Training program/distance MSc candidates
Lake Victoria	“Lake Victoria Environmental Management Project” (World Bank, 1996)	Dar es Salaam (Tanzania)	<i>Kenya, Uganda, Tanzania</i>	Sent 4 participants to IWL Workshop, including 3 countries’ MIS Officers Sponsoring participant in distance Masters program	Capability to implement a variety of significant on-the-ground activities; virtual link to global GEF mtg demonstration; training program/distance MSc candidates
ARAB STATES Red Sea and Gulf of Aden	“Implementation of the Strategic Action Plan for the Red Sea and Gulf of Aden” (UNDP, World Bank, UNEP, 1997). Six previous national and regional projects.	Jeddah (Saudi Arabia)	<i>Djibouti</i> , Egypt, Jordan, <i>Saudi Arabia</i> , Somalia, <i>Sudan</i> , Yemen	Sent 3 participants to IWL Workshop Sponsoring 2 participants in distance Masters program Project CTA new member of IWL Technical Advisory Panel	Capability in place to implement significant on-the-ground activities; , Training Program/distance MSc candidates

EUROPE AND CIS Black Sea	“Environmental Management and Protection of Black Sea”(1992)”. “Developing the Implementation of the Black Sea Strategic Action Programme” (1996)	Istanbul (Turkey)	Bulgaria, Georgia, <i>Romania</i> , Russia, Turkey, Ukraine	Sent 2 participants to IWL Workshop Sponsoring participant in distance Masters program Former CTA is on IWL Technical Advisory Panel	Progress with environmental curriculum and virtual linking in coastal schools work in Romania. Other countries to participate in training program/distance MSc
Danube River Basin	“Environmental Program for the Danube River Basin” (1993). “Developing the Danube River Basin Pollution Reduction Programme” (1996)	Vienna (Austria)	Austria, Bosnia, Bulgaria, <i>Croatia, Czech Republic</i> , Hungary, Moldavia, Romania, Slovakia, Slovenia, Serbia and Montenegro, Ukraine	Sent 2 participants to IWL Workshop Sponsoring participant in distance Masters program	Extensive participation in IWL training program; distance MSc candidates; exploration of virtual scientific conferencing
Mediterranean	“Formulation of a Strategic Action Programme for the Mediterranean Sea, to Address Pollution from Land-based Activities”	Athens (Greece)	Albania, Algeria, Bosnia and Herzegovina, Croatia, Egypt, Greece, Lebanon, Libya, Morocco, Slovenia, Syria, Tunisia, and <i>Turkey</i>	Sent participant to IWL workshop Sponsoring participant in distance Masters program	Training program/distance MSc candidates expected from other countries
LATIN AMERICA AND CARRIBEAN Bermejo River Basin	“Strategic Action Program for the Binational Basin of the Bermejo River” (UNEP, 1996)	Bermejo (Argentina)	Argentina, Bolivia	Project not yet in full implementation; decision reached to participate in 2000	Participation planned for 2000
ASIA-PACIFIC East Asian Seas	“Regional Programme for the Prevention and Management of Marine Pollution in the East Asian Seas” (UNDP, 1992)	Manila (Philippines)	Cambodia, China, DPR Korea, Indonesia, Malaysia, <i>Philippines</i> , Republic of Korea, Singapore, Thailand, Vietnam	Sent participant to IWL Workshop Sponsoring participant in the distance Masters program CTA is a member of IWL Technical Advisory Panel	Introduction of Implementation Team member’s virtual ICM training module; training program/distance MSc candidates from other countries.

Tumen River Basin	“Strategic Action Plan for the Tumen River and its Hinterlands,” UNDP, 1998.	Beijing (China)	<i>China</i> , Mongolia, North Korea, Russia, South Korea	Sent participant to IWL Workshop Sponsored participant in distance Masters program	Training program/distance MSc candidates expected from at least 2 countries
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Note: *Italics* country name shown in Column D reflects countries represented in first cohort of participants.

Table 3
Learning Hubs: Illustrative Products and Activities

Possible activities and methods	Illustrative examples
<p>Low-cost meetings and conferences over the Internet</p> <p>(Supporting technologies: Audio conferencing software specifically developed for Internet telephony and conferencing among small groups.)</p>	<ul style="list-style-type: none"> • A meeting of GEF CTAs to discuss new policies or funding opportunities • Meetings of national coordinators to discuss and negotiate aspects of a Strategic Action Programme (SAP) • Meetings of technical or scientific experts to formulate a common position or joint statement
<p>Inter-project and inter-agency work groups, using “groupware” to support distance collaboration</p> <p>(Supporting technologies: white boards, application sharing, shared data bases on the World Wide Web)</p>	<ul style="list-style-type: none"> • An inter-project initiative to standardize the use of environmental indicators • Weekly meetings of scientists collaborating on a biological inventory or a large ecosystem
<p>A “results and best practices seminar” via Internet broadcast</p> <p>(Supporting technologies: real audio, digital radio broadcast; streaming audio; streaming video)</p>	<ul style="list-style-type: none"> • A regularly scheduled program of short presentations on findings from major studies • Question & Answer opportunities in real time with persons working on a successful community outreach program
<p>Short technical Net Courses (primarily asynchronous)</p> <p>(Supporting technologies: The World Wide Web, threaded discussions, email, small-group audio conferencing)</p>	<ul style="list-style-type: none"> • Evaluate and adapt for distance delivery courses developed by partners, e.g., World Bank (EDI), TRAIN-SEA-COAST, VKI (Denmark), IHE (Netherlands) • Develop appropriate courses in areas such as Transboundary Diagnostic Analysis, Strategic Action Programs, Integrated Freshwater Basin Management, and Community-based Fisheries Management
<p>Low cost access to advanced degree programs at universities with specialized resources</p> <p>(Supporting technologies: multi-user conferencing tools; distance learning software packages)</p>	<ul style="list-style-type: none"> • Mid and junior level staff within GEF projects can gain access to specialized university-based training while working in-country, e.g., distance Master’s degree program
<p>Dedicated hook-ups to international scientific meetings</p> <p>Supporting technologies: Livecast, WWW, small group audio conferencing, VC</p>	<ul style="list-style-type: none"> • GEF project and country sites linked to major technical meetings • Local project team creates “poster session” offered virtually to an international meeting on marine pollution
<p>Curriculum sharing among secondary schools over Internet</p> <p>(Supporting technologies: listservs, email, CD ROM, Web access, one-to-one desktop conferencing)</p>	<ul style="list-style-type: none"> • Students in coastal community secondary schools exchange ideas and curricula

III. DEVELOPMENT OBJECTIVE

IW:LEARN is an innovative distance learning initiative program whose development objective is to build a Web-based “knowledge community” among transboundary waters projects. The purpose is to expand knowledge sharing so that people who live in and manage transboundary water systems can better learn from and teach each other. The knowledge community will incorporate intellectual resources, organizations, and individuals from GEF, its three Implementing Agencies (UNDP, World Bank, and UNEP), co-financing partners, 40+ regional waters projects, and the global science and advocacy communities.

The benefits of a knowledge community will be:

- Knowledge-sharing among national, regional, and global stakeholders in International Waters environments regardless of institutional affiliation
- Enhanced capacities for South-to-South communication, project-to-project information exchange, and peer-to-peer technical assistance
- Expanded access among waters projects to global science and policymaking
- Improved institutional capacity within GEF, its Implementing Agencies, and partners to manage, support, and learn from its fast-growing portfolio of International Waters projects.
- Outreach activities to grassroots level within GEF projects, including capacity building through distance education, community participation involving women and schoolchildren in public awareness, and promoting gender equity in access to, and sustainable financing for, environmental education and training.

Through improved knowledge sharing, IW:LEARN will strengthen countries’ capacity to integrate sustainable water resources management into regional and national planning, thereby reinforcing establishment and compliance with agreements and conventions in the area of International Waters. The global benefit will be advances in the sustainable management and protection of transboundary water systems.

IV. OBJECTIVES, OUTPUTS AND ACTIVITIES

9. Immediate objectives

Over the next three years, IW:LEARN will produce the following outputs (shown in boldface)::

- (1) Train and mobilize a Web-based **Implementation Team** (representing at least 20 countries) whose members will catalyze and carry out knowledge-sharing activities within and among their respective regional projects;
- (2) Develop waters-related **knowledge products** (e.g., courses, seminars, Web sites) to be shared and tested by the IW:LEARN Implementation Team, making use of new communications technologies and drawing upon intellectual resources of the participating projects, UNDP, World Bank, UNEP, and other partners;
- (3) Create a model for a scalable globally accessible “**Web space**” (i.e., an **extranet**) dedicated to learning and knowledge-sharing about International Waters, integrating no fewer than 6 support sites, 20 learning hubs, 50 “portable classrooms”, and dial-up connections from anywhere on the Internet;
- (4) Articulate future-oriented **methodologies for building sustainable Web-based knowledge communities** in developing countries, demonstrating results and work-in-progress at the GEF International Waters strategic planning and assessment meetings to be held in 2000 and 2002.

10. Outputs and Indicators of Success

Table 4
Outputs of IW:LEARN: Year by Year

Outputs	Year 1 (2000-2001)	Year 2 (2001-2002)	Year 3 (2002-2003)
Output 1: A trained team of country-based professionals, with the skills, equipment, and external support to facilitate activities within their “home” projects. <i>Indicators:</i> <ul style="list-style-type: none"> Trained personnel developing on-the-ground activities after successfully completing IW:LEARN training programs 	<ul style="list-style-type: none"> 10 persons trained in IW:LEARN Workshop 6 persons train in U-London Distance Masters program Additional workshops Local spin-offs 	<ul style="list-style-type: none"> 10-20 persons trained in IW:LEARN Workshop 6-10 persons trained in U-London Distance Masters program 5-6 persons trained in other advanced training distance program 	<ul style="list-style-type: none"> 10-20 persons trained in IW:LEARN Workshop 6-10 persons trained in U-London Distance Masters program Large number of persons trained in other distance programs
Output 2: Knowledge Products <i>Indicators:</i> <ul style="list-style-type: none"> Proliferation of high-quality, tested learning and knowledge sharing products developed in partnership with World Bank, UNEP, and other agencies Adoption and high rate of use of these materials Heavily trafficked best practices data base and Web sites where learning products are available 	<ul style="list-style-type: none"> NetCourses, training modules, advanced training curriculum Shared curriculum modules for secondary schools Inter-project meetings and workgroups International Waters Best Practices database created (UNEP) 	<ul style="list-style-type: none"> Expanded offerings of NetCourses Dedicated hook-ups to scientific meetings Results and best practices seminar UNEP Best Practices database opened with incentive scheme 	<ul style="list-style-type: none"> High volume of above products New products UNEP presentation of first International Waters Best Practice Award
Output 3: Globally accessible Web Space, (an extranet for the ‘Knowledge Community’) <i>Indicators:</i> <ul style="list-style-type: none"> “Traffic” on learning hubs visible from Net Demonstrable participation in learning activities from classrooms Support sites visibly offering high-demand support services 	<ul style="list-style-type: none"> 2 “support sites” 4 “learning hubs” installed 10 “portable classrooms” installed One technical support site installed (East Africa) 	<ul style="list-style-type: none"> 2 regional “support sites” installed 6 “learning hubs” installed 20 “portable classrooms” installed 2 technical support sites installed (Northern Africa/Arab States, Asia) 	<ul style="list-style-type: none"> 2 regional “support sites” installed 10 “learning hubs” installed 20 “portable classrooms” installed 3 technical support sites installed (Latin America, Africa, Asia)
Output 4: Methodologies for building Web-based knowledge Communities <ul style="list-style-type: none"> Presentations and replicable methodologies A plan to scale up successful activities 	<ul style="list-style-type: none"> Presentation of IW:LEARN progress at GEF International Waters September 2000 Conference in Europe. 	<ul style="list-style-type: none"> Presentation of IW:LEARN results at GEF International Waters 2002 conference. 	<ul style="list-style-type: none"> Assessment and evaluation of IW:LEARN Plan for Scaling up Successful Activities (Phase II)

11. Implementation of Activities by Objective

OBJECTIVE 1: Train and mobilize a Web-based **Implementation Team** (representing at least 20 countries) whose members will catalyze and carry out knowledge-sharing activities within and across their respective home projects

Output 1: A trained team of country-based professionals with the skills, equipment, and the external support necessary to facilitate distance learning activities within their “home” International Waters projects.

Activity 1.1 Conduct at least three “Training, Brainstorming, and Planning Workshops (2000, 2001, 2002). These workshops will train Members of the IW:LEARN Implementation Team, who will produce work plans for in-country activities to be developed within the sponsoring projects. (The first 15 Implementation Team Members were trained Fall 1998, see Table 2, Table 5). These individuals will launch field-based activities at the outset of the present project. The Workshops will cover topics such as: project planning (in-country, intra-project and inter-project knowledge sharing activities); Internet connectivity; tools for building virtual communities; Web site development; use of the Internet for curriculum development and community education and outreach; innovative resource mobilisation.

Inputs. Table 8, BL 32.01. \$132,000. Training costs for at least 40 individuals from 20 projects will be shared by GEF, the sponsoring waters projects, further development of sustainable financial mechanisms initiated through *infoDev* grant, and other prospective partner agencies.

Activity 1.2 Develop a distance Masters program. This program serves as (i) a benefit/incentive to selected Members of the Implementation Team, as (ii) a distance learning “demonstration product” and (iii) a significant capacity-building option for GEF projects. Implementation Team trainees participating in the Masters program attend the 5-week training Workshop, followed by one year of rigorous academic work combined with practical in situ project-related research. Elements in the degree program include: An intensive core course in development studies; intensive training in information technology; intensive training in International Waters; elective academic work; and a practical Masters research project that combines academic training with a high-priority research area or practical problem emanating from the needs of the sponsoring project

Inputs. Table 8, GEF inputs BL 32.02. \$102,000. Significant counterpart expected from regional and national sources.

Activity 1.3 Create models for the sustainable financing of distance study. Develop “student aid” models and packages, and leverage counterpart funding .

Inputs. Table 8, B.L. 32.03, seed funding of \$40,000 from GEF. IW:LEARN will seek matching funding from other sources.

Table 5

Participation in IW:LEARN Training Program: Present and Planned

Existing International Waters Projects, as of FY99			Projects in IW:LEARN pipeline for FY 2000/02		
Waterbody-based Operational Program (OP#8)	Integrated Land & Water Multiple Focal Area (OP#9)	Other International Waters Programs	Waterbody-based Operational Program (OP#8)	Integrated Land & Water Multiple Focal Area (OP#9)	Other International Waters Programs
Freshwater Basin <i>Lake Victoria*</i> Lake Ohrid <i>Danube*</i> Dnieper†	Land degradation Aral Sea Bermejo River†	GEF Contaminant-based Operational Program (OP#10)	Freshwater Basin Sao Francisco Caspian Basin† San Juan River Basin Mekong River† Nile Basin†	Land degradation Lake Chad† Niger Basin Nile Basin Initiative Okavango Basin†	GEF Contaminant-based Operational Program (OP#10) Caribbean Contaminated Bays†
Marine Ecosystems <i>Black Sea*</i> Gulf of Aqaba <i>Mediterranean Sea*</i> Patagonia Shelf <i>Red Sea *</i>	Small Island Developing States	GEF Coastal, Marine, and Freshwater Ecosystems Program (OP#2) Lake Tanganyika †	Marine Ecosystems South China Sea † Benguela Current† Bay of Bengal Plata Maritime Front Canary Current Yellow Sea	Small Island Developing States Pacific SIDS† Caribbean SIDS	GEF Coastal, Marine, and Freshwater Ecosystems Program (OP#2)
	Multiple Focal Areas <i>Tumen River*</i> <i>East Asian Seas(UNDP)*</i> <i>Gulf of Guinea*</i>	EC-funded African projects Lake Chad ** Lake Malawi** Western Indian Ocean Okavango (EC)		Multiple Focal Areas Baltic Sea Upper Paraguay Western Indian Ocea	Other donors projects Western Indian Ocean **

* Participated in Fall 1998 IW:LEARN training program , through PDF-B funds, infoDev co-financing, and contributions from each project.

† Participation in IW:LEARN training program expected or likely to be expanded in 2000.

** EC-funded projects for which support is under consideration.

OBJECTIVE 2: Develop waters-related **knowledge products** (e.g., courses, seminars, Web sites, best practices database) to be shared and tested by the IW:LEARN Implementation Team, making use of new communications technologies and drawing upon intellectual resources of the participating projects, UNDP, World Bank, UNEP, and other partners.

Output 1: *High-quality Web-accessible learning products*, derived from the needs of the participating International Waters projects and associated national and regional stakeholders. These products will draw upon the lessons learned by the projects themselves, from GEF, from the three GEF Implementing Agencies, and their partners.

Activity 2.1 Develop 2-4 water related distance-learning products in partnership with the World Bank. See Annex E.5, “World Bank International Waters Knowledge Management Partnership” for Terms of Reference and criteria to guide the use of these funds.

Inputs. Table 8, BL 21.01. \$350,000 from GEF with counterpart from the World Bank. Consultancies, equipment, training, and travel for IW:LEARN Team members working with consultants, staff members, or stakeholders associated with World Bank.

Activity 2.2 Develop an interactive International Waters Best Practices Database in partnership with UNEP. This data based will capture institutional memory (“lessons learned”) across the three GEF Implementing Agencies, but will not be exclusive to GEF projects alone. An award scheme incentive will encourage users to “self-populate” the database. See Annex E.6, “International Waters ‘Best Practices’ Data Base” for Terms of Reference and criteria for use of these funds.

Inputs. Table 8, BL 21.02. \$150,000

Activity 2.3 Assist to expand and develop GEF’s “Web presence” in International Waters through training of IW project personnel. This activity will entail: (i) working with the GEF Secretariat to improve the design, functionality, and content of waters-related sites, (ii) help to develop new functions (e.g., distance learning, online data bases) within the existing waters site., (iii) assist regional GEF IW projects to develop and link their sites within the framework of GEF, (iv) train Web developers at the respective sites. In late spring, 2000, IW:LEARN will host a “GEF International Waters Web Developers Workshop”.

Inputs. Table 8, BL21.03. Web Developers Workshop (spring 2000). Consultancies for trainers and workshop developers, i.e., 6 person months, part-time @ \$5,000 = \$30,000; travel and accommodations for Web developers representing 12 GEF IW projects, @\$3,500 = \$42,000; additional equipment, \$12,000; communications and follow-up costs, \$16,000.

Activity 2.4 Identify needs and intellectual resources of existing regional projects; help existing projects to develop and integrate distance-deliverable learning products – for example, project-to-project technical assistance visits. Work with training and course-building institutions to adapt existing courses to Web-accessible formats..

Inputs. Table 8, BL 21.04. Four “new product” initiatives, @ \$10,000, including project-to-project technical support visits, continued opportunities for in-person brainstorming, and the development of regional networking.

OBJECTIVE 3: Create a globally accessible “**Web space**” (i.e., an **extranet**) dedicated to learning and knowledge-sharing about International Waters, integrating no fewer than 6 support sites, 20 hubs, 50 “portable classrooms”, and dial-up connections from anywhere on the Internet

Output 3: Globally accessible Web Space for the ‘Knowledge Community’

Activity 3.1 Install the following “support sites”: An education and training services site based at Royal Holloway, University of London; a Washington DC site for training, and technical R&D; four regional technical support sites (the first to be set up in East Africa, -2000)

Inputs. Table 8, BL 46.01, \$32,000. Servers, peripherals and installation @ 4 sites @\$8,000, with matching funds to be sought from other donors.

Activity 3.2 Install at least one “learning hub” (a well-managed Web server and at least one trained member of Implementation Team) within each major project site. Develop capacity to support intra-regional spin-off activities.

Inputs. Table 8, BL 46.02, \$30,000 . Server for learning materials based within GEF project sites, national implementing agencies, universities, or other project partners. (Illustrative costs: Low-end server, \$3,000; tape streamer backup, \$125; ink jet printer, \$250; flatbed scanner, \$150; portable zip drive, \$150 = total, @ \$ 3,675)

Activity 3.3 Install at least 50 “portable classrooms” across the Global Knowledge Community (i.e., inexpensive hardware/software systems that allow individual points to be linked interactively to the full virtual learning environment, or alternatively, to serve as a stand-alone off-line publication sites through use of CD ROM and digital radio.

Inputs. Table 8, BL 46.03, \$60,000. Illustrative costs: Multimedia PC with 17” monitor, @\$ 2,775 Estimated: high-quality audio card, \$180; desktop camera, \$150; amplified loud speakers, \$ 75; microphone headsets, \$30; audio splitter box, \$120; and miscellaneous parts, \$200.

OBJECTIVE 4: Present preliminary project results at first GEF International Waters meeting in Europe in 2000 and present a plan to scale up and intensify successful activities at global meeting of project managers, scientists, and policy makers to be held in June 2002. These participatory meetings will serve in lieu of a PDF-B in providing a framework for the planning and preparation of IW:LEARN Phase II.

Output 4: Articulate future-oriented **methodologies for building Web-based knowledge communities and a plan** to intensify and scale up successful learning activities, including the mobilization of adequate financial resources among GEF, other donors, and national counterparts for the development of Phase II.

Activity 4.1 With virtual and on-site participation by Members of the Implementation Team, *present IW:LEARN’s work-in-progress* to project managers, scientists, and policy makers who will attend GEF’s first International Waters meeting in 2000. Prepare presentations for workshops, plenary sessions, evaluative meetings, and hands-on training.

Inputs. Table 8, BL 11.02—11.05, approximately 3 person months..

Activity 4.2. Secure funding commitments for intensification and scaling up of intra-project activities to be proposed for Phase II (2003-2005).

Inputs. From Table 8, BL 11.02

Activity 4.3 Present plan to scale up and intensify successful activities at a global International Waters meeting in 2002 followed by plan for Phase II to be submitted to GE

Inputs. From BL 11.02. From BL.16.01, results of external evaluation, \$20,000.

V. RISKS, ASSUMPTIONS, AND SUSTAINABILITY

13. Risks and Assumptions

The following risks and assumptions are entailed:

- Successful training, bonding, shared purpose, and adequate logistical support for the IW:LEARN Implementation Team by means of Workshops and distance training
- Hardware and technical support sufficient at the project level to support effective participation from within a significant number of project sites
- Continuous improvement in Internet access among all groups of stakeholders
- Successful local spin-off activities developed by members of the Implementation Team
- Technology must perform to expectations and needs
- National project sites continuously upgrade hardware, staff technical skills, and Internet access
- Funds released in timely fashion, allowing activities to be carried out systematically.

14. Financial Sustainability and the Overall 5-Year Plan

IW:LEARN will establish financial sustainability through several means:

- Participation by donors other than GEF
- Substantial cost-sharing by GEF Implementing Agencies
- Contributions for Implementation Team members' training and their subsequent on-the-ground
- ~~Implementation activities of financial assistance~~ GEF project support distance study, e.g., internships, apprenticeships, work-study programs
- Establishment of project region or country-based educational/environmental management financing mechanisms;
- guaranteed loans, scholarships
- Low core program cost relative to its size and reach due to intensive use of information technology, including virtual offices, electronic financial management, extensive use of virtual conferencing.
- NGO project execution to provide efficient project management with tightly capped administrative costs

The financial history and sustainability plan for the project is shown in Table 6 below.

Table 6
Overview of IW:LEARN Financial History and Sustainability Plan

Donor	Amount	Purpose
Previous commitments:		
UNDP administrative funds (PDF-A) June 1996	\$25,000	Feasibility study
GEF, PDF-B Nov 1997	\$240,000	Project planning and preparation grant
Centra Software Feb 1998	\$30,000	1 yr. contribution of Symposium software (distance learning package, through Concord Consortium)
infoDev April 1998	\$140,000	Grant to UNDP for three demonstration activities
GEF January 2000	\$1,930,400	Grant to UNDP for IW:LEARN/Phase I (three years)
GEF regional International Waters projects June-Aug 1998	\$46,000	Cost-sharing (training fees, subsistence) from 8 GEF IW projects to sponsor participants to IW:LEARN training Workshop. Additional in-kind: airfares (10) not included in total.
Funds committed	\$2,421,400	
Pending confirmation:		
European Commission (DG-VIII) (Revised submission, spring 2000)	~\$1,300,000	Expanded activities in Africa
UNDP Nordic Fund (Expected decision) Autumn 1999	\$700,000	Request pending on support for equipment, service and maintenance
Support under consideration	\$~2,000,000	
Fundraising plan:		
UN Volunteers Program and bilateral co-funders	~ \$120,000	Mobile training labs
Netherlands Development Assistance (NEDA), Danish International Development Assistance (DANIDA), and others	~ 1,000,000	Region-specific training and implementation programs
INTELSAT	\$90,000	Satellite communications subsidy (commitment for free communication services; target project areas to be specified)
Foundations, bilateral aid programs, corporate donors	\$1-2,000,000	Support to be sought for additional equipment for regional IW projects (i.e., “portable classrooms”, “learning hubs”, “support sites”)
National and local counterpart	~\$500,000	Local IT infrastructure investments by schools, research centers, NGOs, and government offices
GEF	\$2 -3,000,000	IW:LEARN/Phase II. Request to GEF to fund intensification and scaling up of successful distance learning and knowledge sharing activities

VI. IMPLEMENTATION AND EXECUTION

15. IW:LEARN as a Component within Larger GEF-financed Project

IW:LEARN was approved by GEF Council in July 1998 as one of three components within a global umbrella project, entitled “Strengthening Capacity for Global Knowledge Sharing in International Waters”. Table 7, below, summarizes each of the three components:

Table 7

GEF International Waters “Umbrella Project”: By Components

<i>Project Name:</i> Global: Strengthening Capacity for Global Knowledge-Sharing in International Waters <i>Project Number:</i> GLO/98/G33 <i>Approved by GEF Council:</i> July 1998 <i>GEF allocation:</i> \$4,817,490 <i>GEF Implementing Agency:</i> UNDP, with World Bank and UNEP			
Project component	Component 1: IW:LEARN	Component 2: Train-Sea-Coast	Component 3: Biennial GEF International Waters Meetings (tentative: 2000, 2002)
Objectives: (from Project Brief)	Share critical knowledge and collaborate more effectively across boundaries via Internet	Develop training courses tailored to the strategic needs of countries	Hold two portfolio-wide strategic planning and assessment meetings
Key concepts	Distance learning, knowledge sharing, virtual communities	Regional course development, training	Face-to-face meetings of project directors, senior scientists, Implementing Agencies, GEF, partners
Mode of operation	Internet-based collaboration among GEF projects via intranet and shared learning methodologies	Headquarters in New York, regional training centers, use of TRAIN-X methodology	Collaboration among UNDP, UNEP, World Bank and GEF Secretariat
Means	Implementation Team members train, plan, and coordinate activities at intensive workshop; return to home countries to test and implement knowledge sharing. Expand virtual ‘knowledge community’ based on shared interests and mutual help	Course Development Units (CDUs) prepare courses using the Train-Sea-Coast methodology (TRAIN-X). The Central Support Unit (CSU) is funded by the UN Division of Ocean Affairs and the Law of the Sea (UNDOALOS). Institutions hosting CDUs meet local costs.	GEF International Waters Task Force coordinates planning and execution of two meetings
Budget (from Project Brief)	GEF: \$ 1,805,400 Co-financing anticipated: \$1,986,000 [estimate] Total component cost: \$3,791,400 [estimate]	GEF: \$ 2,041,500 Co-financing: \$3,290,000 Total component cost \$5,331,500	GEF: \$721,000 Total component: \$721,000
Implementing Agency	UNDP, with World Bank and UNEP. Implementation with co-financing partners.	UNDP	UNDP, in association with World Bank, UNEP and GEF Secretariat
Executing Agency	IW:LEARN as a program of the Tides Center (NGO execution)	UNOPS, with UN-DOALOS	UNOPS

Accountability to GEF	The GEF International Waters Task Force, which includes the International Waters Advisors from all three Implementing Agencies, and the GEF Secretariat will serve as Steering Committee for this project. The GEF Secretariat Team Leader for Biodiversity and International Waters (Operational Liaison) will serve as the Secretariat's liaison to the project. Representatives from other donors. The IW:LEARN CTA will serve as Secretary to the Steering Committee.	The GEF International Waters Task Force will serve as Steering Committee for this project. The GEF Secretariat Team Leader for Biodiversity and International Waters (Operational Liaison) will serve as the Secretariat's liaison to the project. The Train-Sea-Coast Co-ordinator will serve as Secretary to the Steering Committee.	The GEF International Waters Task Force will serve as Steering Committee for this project. The GEF Secretariat Team Leader for Biodiversity and International Waters (Operational Liaison) will serve as the Secretariat's liaison to the project.
Technical guidance	Technical Advisory Panel will consist of present or former International Waters project directors, GEF and other agencies' waters experts, scientists, distance learning specialists	Advisors affiliated with International Ocean Institute and TRAIN-X experts	GEF International Waters Task Force
GEF Task Managers	UNDP/GEF: The International Waters Principal Technical Advisor The World Bank: Will name a Task Team Leader (TTL)	SIOCAM Manager and Deputy Director, Water Program, UNDP-SEED	UNDP/GEF IW Technical Advisor Deputy Director, Water Program
Programmatic accountability	The Tides Center Board	UN DOALOS	UNDP, UNEP, World Bank, GEF Secretariat
Key partners	GEF (UNDP, World Bank, UNEP) and partnership is sought with European Commission (DGVIII)	UNDOALOS-- 16 Course Development Units (CDUs)	GEF projects, UNDP, UNEP, World Bank, GEF Secretariat, other donors in international waters arena, scientific community, international waters NGO's, governments
Co-financing	<i>infoDev</i> (\$140,000 for demonstration activities); EC co-financing under request; UNDP Nordic Fund (computer equipment and Danish technical assistance); INTELSAT (satellite services)	UN DOALOS (core support). Sharing of Standard Training Packages (STPs) among GEF projects and other TSC members.	

16. Expanded activities in Africa

Expansion of activities in Africa is under consideration by the European Commission (Directorate for Development Cooperation, Natural Resource Unit, DG-VIII) and will be proposed to other partners.

If approved, co-implementation will take place primarily through the formation of project-to-project relationships, especially in areas where GEF and potential co-financing partners sponsor projects that overlap geographically and thematically (e.g., EC-financed transboundary waters projects in Lake Chad, Western Indian Ocean, Okavango River Basin).

Examples of proposed partnership activities:

- Development of region-specific “Training, Brainstorming, and Planning Workshops” and support for local spin-off activities
- Participation in the Web Developers Workshops
- Development of distance learning, knowledge products, reflecting institutional experience and expertise
- Development of a scholarship fund for internet-supported distance education
- Establishment of sub-regional technical support sites, regional workshops, and mobile training labs
- Participation in the infoDev-financed demonstration project in which participating IW:LEARN project sites will participate virtually in international marine and aquatic science meetings.

Co-financing partners would participate on the IW:LEARN Steering Committee and on its Technical Advisory Panel. (See Annex E.3 and Annex E.4).

17. Virtual Project Management Model

IW:LEARN is unique as a GEF project in that it innovates with “virtuality” as an organizational and management model. The project seeks to achieve significant cost savings through virtuality. Examples include:

- Use of home office design configuration and mobile offices
- Wide-area networking for office work, including the production, distribution, and filing of documents; contact management, scheduling of meetings, etc.
- Use of Internet services rather than paid project staff to “farm out” organizational tasks such as travel booking, procurement of equipment, and banking
- Substitution of audio conferencing, real-time messaging and desktop video for some travel, allowing strategic use of limited travel budgets
- Internet-supported conferencing in order to expand participation and geographic representation on the Technical Advisory Panel
- Continuous technical and administrative support among widely distributed Members of the IW:LEARN Implementation Team, permitting the development of team-oriented projects on a regional and global level

18. NGO Execution by The Tides Center

Overview of the Tides Center. The Tides Center is a San Francisco and Washington-based NGO that provides financial and management services to non-profit programs working in areas of social justice, community affairs, economic policy, international affairs, and the environment. The Tides Center was created in 1996 as an offshoot of the Tides Foundation, which has provided non-profit management and support services for more than 20 years. The Tides Center currently manages about 300 programs, representing roughly \$30 million in annual program expenditure. Tides' operating revenues are generated by fees for services (generally 9% overhead on grant funds administered) and donations from large foundations. Today, the Tides Center is the largest and best known fiscal administrator for the non-profit and philanthropic communities in the US. Tides-managed programs now extend to at least 130 countries.

-- See Annex A (first section) for a general description of the Tides Center and its contractual relationship with UNDP—

Current status and services to be provided to IW:LEARN. IW:LEARN was accepted as a program of the Tides Center in Fall 1998. In December, the World Bank (*infoDev*) approved the Tides Center as NGO executing agency for its \$140,000 grant to IW:LEARN. Under the terms of the present "UNDP-Tides Project Cooperation Agreement," (Annex B), Tides would provide to IW:LEARN:

- *Management and administrative services.* These include: an Administrative Coordinator assigned by the Tides Administrative Office, effectively working as a part-time member of the IW:LEARN team; an overall management framework, including annual reports and reporting to donors; equipment procurement; templates, advice, and signature on contracts; insurance; assistance with leases for office space; assistance with intellectual property issues; letters of credit and backing for credit card applications; and staff training in selected areas of human resource management.
- *Financial management services.* These include: assistance with annual and quarterly budgeting; timely accounting; up-to-date information on available cash flow; expense tracking; payroll for staff; prompt payment of invoices; monthly balance sheets and income statements; direct payments for expenditures greater than \$3,000; corporate credit card account; cash reserve set-aside to cover one-month of operating expenses, filing of all required taxes and reports; annual audits by professional firms.
- *Employee benefits.* These include: full employee status, health insurance, dental insurance, insured travel, grievance procedures against unfair employment practices, direct payroll deposit, withholding of taxes and reporting to IRS, disability insurance, life and accidental death insurance, participation in annuity and retirement plans

-- See Annex A, second through fourth section for summary of Tides Center services

-- See Annex B for standard NGO Project Cooperation Agreement to be signed between UNDP and the Tides Center.

Rationale for Waiver of Competitive Bidding. UNDP procedures for NGO project execution are set forth in *UNDP Procedures for Project Execution by a Non-Governmental Agency* (UNDP Administrator's Office, September 1997). In following these procedures, an array of universities, training centers, international NGOs, and technology providers were considered as potential executing agents for IW:LEARN. Most were deemed unacceptable for one or more of the following reasons: (1) Overhead rates too high, ranging from 20% to nearly 100%; (2) Not equipped, prepared, or experienced to deal effectively with a technology-intensive "virtual program"; (3) Not experienced with a global program, the UN system, or on-the-ground realities of developing country implementation; (4) Start-up times that would entail delay, significant reconfiguration of program, and loss of current momentum; and (5) Regional commitments, geographic biases, program objectives, or institutional interests that would drain, compete with, or divert IW:LEARN from the objectives and workplan approved in this Project Document.

As a potential executing agency for IW:LEARN, the Tides Center was constrained by none of these limitations. In addition, the Tides Center uniquely met all of the following criteria: (1) Extensive successful experience with project management and provision of financial services—at a low overhead rate; (2) High satisfaction with services among current programs; (3) Capacity to handle a virtual mode of operation; (4) Experience with management of international computer networking projects; (5) Experience with UN system and GEF; (6) An internal programmatic agenda focused on high-quality administrative and project management services; (7) Capable of quick start-up without loss of momentum; (8) Capacity to "graduate" IW:LEARN program into a self-sustaining permanent organization; and (9) Employee benefits package that met and exceeded standards of the Tides Center's capacities to execute this project.

-- See Annex D for Rationale for Waiver of Competitive Bidding.

VII. PRIOR OBLIGATIONS AND PREREQUISITES

None.

VIII. MONITORING, EVALUATION, REPORTING, AND DISSEMINATION

The project will be subject to the evaluation and review mechanisms of UNDP, including Project Performance and Evaluation Review, Tri-partite Review, and an external Evaluation and Final Report prior to the conclusion of the project. Since the Tides Center is a 'first time' NGO Executing Agency for UNDP, the UN Office of Project Services (OPS) will be contracted to provide financial oversight services to assist Tides in financial reporting according to UNDP rules and regulations. The project will also participate in the annual PIR (Project Implementation Review) exercise of the GEF. GEF will host biennial global meetings 2000 and 2002 in which senior managers of international waters projects will assess the overall international waters portfolio. These meetings will provide additional opportunity for evaluative input from the GEF projects that are served by IW:LEARN. Since all IW:LEARN activity will be conducted over the Internet, all activity will be highly visible, transparent, and readily accessible to a full range of stakeholders and other participants. Since an electronic record is automatically created as a result of digital activities, monitoring and evaluation will be significantly simplified and expedited.

IX. BUDGET

Table 8

Budget: UNDP-GEF Inputs by Year

Project Title: International Waters Distance Learning Project (IW:LEARN)					
Project number: GLO/98/G33/A/1G71					
BL	DESCRIPTION	UNDP	2000	2001	2002
10	PERSONNEL				
11	International Specialists				
11.01	Chief Technical Advisor (CTA)	228,000	80,000	74,000	74,000
11.02	Admin Officer	81,000	27,000	27,000	27,000
11.03	Technology Director	81,000	27,000	27,000	27,000
11.04	Operations Director	171,000	57,000	57,000	57,000
11.99	Sub-total	561,000	195,000	185,000	185,000
15.01	Staff travel	75,000	25,000	25,000	25,000
16.01	Final Evaluation Mission	20,000			20,000
19	Personnel component subtotal	656,000	216,000	210,000	230,000
20	SUB-CONTRACTS				
21.01	KM activities w/ World Bank	350,000	175,000	175,000	
21.02	Best practices study w/ UNEP	150,000	100,000	50,000	
21.03	Web development w/ GEFSEC	100,000	34,000	33,000	33,000
21.04	New products w/ IW projects	40,000	14,000	13,000	13,000
29	Sub-contract component subtotal	640,000	323,000	271,000	46,000
30	TRAINING				
32.01	Workshops	132,000	52,000	40,000	40,000
32.02	Masters-level distance training	102,000	42,000	30,000	30,000
32.03	Scholarship fund	40,000	20,000	20,000	
39	Training component subtotal	274,000	114,000	90,000	70,000
40	EQUIPMENT				
45.72	Operations and maintenance	36,000	12,000	12,000	12,000
45.73	Communications	30,000	10,000	10,000	10,000
46.01	"Support site" equipment	32,000	11,000	11,000	10,000
46.02	"Learning hub" equipment	30,000	10,000	10,000	10,000
46.03	"Portable classrooms"	60,000	20,000	20,000	20,000
49	Equipment component subtotal	188,000	63,000	63,000	62,000
50	MISCELLANEOUS				
53.01	Sundries, repairs, misc.	18,075	6,025	6,025	6,025
59	Misc. component subtotal	18,075	6,025	6,025	6,025
90	TOTAL	1,776,075	722,025	640,025	414,025
94	Executing agency support (7%, average)	124,325	51,522	44,662	28,141
95	Financial oversight (UN OPS)	30,000	10,000	10,000	10,000
99	GRAND TOTAL (UNDP)	1,930,400	783,547	694,687	452,166

Table 9:
Budget Inputs: By Co-financing Partners

BL	DESCRIPTION	UNDP TOTAL	INFODEV	EC /a (proposed)	UNDP Nordic Fund	I.W. Projects /b	World Bank/c	UN Volunteers & others/d	IW:LEARN GRAND TOTAL
10	PERSONNEL								
11	International Specialists								
11.01	Chief Technical Advisor (CTA)	228,000	20,000	48,000					296,000
11.02	Admin Officer	81,000	11,000	60,000					152,000
11.03	Technology Director	81,000		44,000					125,000
11.04	Operations Director	171,000	11,000	44,000					226,000
11.05	Technical support/e			243,000	96,000			150,000	489,000
11.99	Sub-total	561,000	42,000	439,000	96,000			150,000	1,288,000
15.01	Staff travel and subsistence	75,000	18,000	76,800					169,800
16.01	Evaluative missions	20,000		22,000					42,000
15.99	<i>Sub-total</i>	656,000	18,000	98,800					772,800
19	<i>Personnel component total</i>		60,000	537,800					597,800
20	SUB-CONTRACTS								
21.01	KM activities w/ World Bank	350,000					350,000		700,000
21.02	Best practices study w/ UNEP	150,000							150,000
21.03	Web development with GEFSEC	100,000							100,000
21.04	New products w/ IW projects	40,000	4,400			92,800			137,200
29	<i>Sub-contract component total</i>	640,000	4,400			92,800	350,000		1,087,200
30	TRAINING								
32.01	Workshops	132,000		130,000		90,000			352,000
32.02	Masters-level distance training	102,000	42,000	66,000		50,000			260,000
32.02	Scholarship fund	40,000		39,600					79,600
39	<i>Training component total</i>	274,000	42,000	235,600		140,000			691,600
40	EQUIPMENT								
45.72	Operations and maintenance/f	36,000	12,040	132,000					180,040
45.73	Communications	30,000		39,600					69,600
46.01	"Support site" equipment	32,000	10,000	32,340	120,000				194,340
46.02	"Learning hub" equipment	30,000		29,392	120,000	140,000			319,392
46.03	"Portable classrooms"	60,000		22,176	260,800	80,000			422,976
46.04	"Mobile demo lab" (see note /d)			37,400					37,400
49	<i>Equipment component total</i>	188,000	22,000	292,908	500,800	220,000			1,223,708

50	MISCELLANEOUS								
53.01	Sundries and misc.	18,075		23,800					41,875
53.02	"Virtual office" support costs /g	18,075		39,600					57,675
59	<i>Misc component total</i>			63,400					63,400
90	TOTAL (w/o support cost)/h	1,776,075	128,800	1,129,708	596,800	452,800	350,000	150,000	4,584,183
94	Executing agency support /i	154,325	11,200	67,782					233,307
99	<i>UNDP Total</i>	1,930,400							1,930,400
	Co-Financing		140,000	1,197,490	596,800	452,800	350,000	150,000	2,887,090
	GRAND TOTAL	1,930,400	140,000	1,197,490	596,800	452,800	350,000	150,000	4,817,490

Notes on Table 9/

^{a/} UNDP proposal for co-financing to the European Commission is under final review (DG-VIII Steering Committee).

^{b/} Col. G, "Participating IW Projects", refers to counterpart and matching contributions from regional IW projects. In 1998, regional projects contributed approximately \$60,000 for participation in the training workshops and MSc programs. Regional IW projects are expected to contribute counterpart for equipment, network operating expenses, and development of curriculum materials.

^{c/} World Bank 1-to-1 co-financing can include staff counterpart, Bank-paid administrative overhead, direct project costs, or support through Bank trust funds for co-implemented activities.

^{d/} A proposal is currently under development in partnership with the UN Volunteers program to seek support for personnel to manage two Mobile Demonstration Labs (see Budget Line 46.04). To be submitted to bilateral donor programs, Autumn 1999. UN Volunteers program is also considering the creation of three technical "cyber volunteer" positions (pro rata costs to come from the technical support budget line, BL 11.05).

^{e/} Personnel costs under the category of "technical support" include technical interns, apprentices, short-term TA for specialized services, user support, and local technical support in Southern, East, and West Africa.

^{f/} Central costs for operating IW:LEARN Virtual Private Network.

^{g/} Costs of developing, supporting, maintaining virtual office services and physical support supports.

^{h/} Line 90, Overhead rates. Overhead support rates vary by donor guidelines, e.g., the maximum allowable EC overhead rate, 6%, i.e., \$550,000 X .06 = \$33,000

^{i/} Tides Center plus UNOPS financial oversight

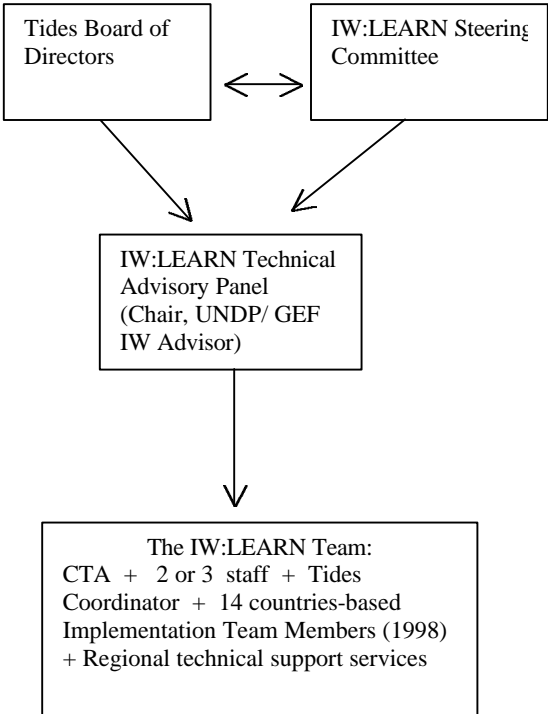
ANNEXES

- Annex A An Overview of the Tides Center: General Description, Relationship with UNDP, Management and Administrative Services, Finance, Employee Benefits, and Overhead Rate
- Annex B Project Cooperation Agreement: UNDP-Tides Center (NGO)
- Annex C Capacities: Assessment and Action Plan for NGO Execution
- Annex D Rationale for Waiver from Competitive Bidding
- Annex E Terms of Reference: Roles and Functions
1. IW:LEARN Implementation Team
 2. IW:LEARN Steering Committee
 3. Technical Advisory Panel
 4. Key staff positions:
 - (4a) Chief Technical Advisor
 - (4b) Administrative Officer
 - (4c) Tides Project Coordinator
 - (4d) Technology Director,
 - (4e) Director for Operations
 5. Knowledge Management Partnership (with World Bank)
 6. International Waters Best-Practices Data Base (with UNEP)
- Annex F GEF International Waters Project Descriptions

Annex A

An Overview of the Tides Center:
General Description, Relationship with UNDP, Management and Administrative
Services, Finance, Employee Benefits, and Overhead Rate

General description	
<i>General Description</i>	Tides Center is a US-based non-governmental organization [i.e., a “501 © 3”] whose purpose is to provide financial, administrative, and organizational infrastructure to non-profit programs working for social change. Tides supports its programs in one of two modes: It serves as an “incubator” to enable them to “graduate” as stand-alone NGOs; or, it provides comprehensive financial, administrative, and management services for those that do not wish to incorporate as 501 © 3’ s. The Center was established in 1996 as an offshoot of the Tides Foundation, which has operated since 1976 to “promote creative non-profit activity and to manage philanthropic resources.” The Center operates on philanthropic donations and on overhead fees. Tides is the largest and best known fiscal administrator serving the nonprofit community. Tides does not become involved in the technical or programmatic work; rather, it provides efficient management services, financial controls, fiscal accountability, legal back-up, organizational structure, and personnel benefits so that the programs can concentrate their resources on programmatic activity.
<i>Office locations</i>	San Francisco CA, and Washington DC
<i>Program areas</i>	<ul style="list-style-type: none"> • Social justice (human rights, minority rights, US immigration issues) • Community affairs (grassroots organizations, local organizations) • Economic public policy (advocacy and education on key policy issues) • International affairs (multilateral organizations, global technology) • Environment and natural resources (biological conservation, protected areas, environmental protection campaigns)
<i>Size and client base</i>	Approximately \$50 million per year, representing nearly 300 programs. Most Tides programs have annual operating budgets in the range of a few hundred thousand to about a million dollars per year.
<i>Support received from:</i> <ul style="list-style-type: none"> • Corporations • Foundations • Government agencies 	<ul style="list-style-type: none"> • Corporations or corporate foundations: American Express, Arco, AT&T, Bank of America, GAP, Hewlett-Packard, IBM, Philip Morris, JC Penny, Sarah Lee, Sony • Foundations that have granted Tides or its programs more than \$1 million: Ford Foundation, Hewlett Foundation, W. Alton Jones Foundation, MacArthur Foundation, Mott Foundation, and the Soros Foundation. The Pew Charitable Trusts has made major contributions to support Tides work in the area of environmental protection. • US government agencies: US AID, Department of Agriculture, Department of Interior, Department of Justice, Environmental Protection Agency.
<i>Management of programs experienced in environmental networks and developing countries</i>	<p>Operated by Tides since 1987, the Institute for Global Communication (PeaceNet, EcoNet, and others) is one of Tides’ best known and most successful programs. EcoNet was the world’s first computer network dedicated to environmental preservation and sustainability; it remains the best-known and most comprehensive global environmental network</p> <p>With support from Tides in 1990, IGC and six other international partners co-founded the Association for Progressive Communications (APC). APC is an international coalition of computer networks that includes 25 wholly autonomous members and 40 partners. APC provides communications and information-sharing to over 50,000 NGOs and citizen activists working in more than 130 countries. APC is by far the world’s largest and most important “NGO network”, especially in developing countries. Its members represent the “cutting edge” of NGO environmental networking in much of Africa, Latin America, Russia, and Eastern Europe.</p>
<i>Experience related to the UN system</i>	APC works closely with several United Nations agencies to make their information more accessible to NGOs. As a NGO, APC has Consultative Status with the UN Economic and Social Council. UNDP has posted GEF project documents on the APC networks since 1996.

	<p>APC served as the primary provider of telecommunications for NGOs and UN delegates during the preparatory and on-site meeting of UNCED (Earth Summit, Rio). To provide continued access to UN events, APC has directed similar initiatives at the:</p> <ul style="list-style-type: none"> • United Nations Conference on Human Rights in Vienna, Austria (1993) • International Conference on Population and Development in Cairo, Egypt (1994) • World Summit on Social Development in Copenhagen, Denmark (1995) • Climate Conference of the Parties to the Climate Convention in Berlin, Germany (1995) • Fourth World Conference on Women in Beijing, China (1995) <p>Among other programs related to UN and sustainable development, Tides Center currently operates the Clearinghouse Project for the NGO Steering Committee for the UN Commission on Sustainable Development (CSD).</p>
<p align="center">The Tides-UNDP Relationship</p>	
<p>Overall structure and accountability</p>	 <pre> graph TD TidesBoard[Tides Board of Directors] <--> IWLSteering[IW:LEARN Steering Committee] TidesBoard --> IWLEARNPanel[IW:LEARN Technical Advisory Panel (Chair, UNDP/ GEF IW Advisor)] IWLSteering --> IWLEARNPanel IWLEARNPanel --> IWLEARNTeam[The IW:LEARN Team: CTA + 2 or 3 staff + Tides Coordinator + 14 countries-based Implementation Team Members (1998) + Regional technical support services] </pre> <p>Each Tides project is guided by a program-specific board. In the case of IW:LEARN, the IWLEARN Steering Committee will serve as the “program board” and the Tides Board will serve as the legal entity that is accountable to donors as defined by a corresponding Memo of Understanding. Board and Steering Committee guidance will be transmitted through the Chair of the IW:LEARN Advisory Panel (who is also a member of the Steering Committee) and through the project’s Chief Technical Advisor (CTA). IW:LEARN staff include an Education and Training Officer (program development, fundraising, work in Africa); a Technology Manager, and an Administration Officer to work closely with the Tides Coordinator, who works in San Francisco or Washington.</p> <p>Members of the IW:LEARN Implementation Team are countries-based. Most are assigned to IW:LEARN activities by their respective GEF or EC-financed projects following successful participation in the 7-week “Training, Brainstorming, and Planning Workshop”. They work as a team, supported logistically and technically by IW:LEARN.</p> <p>Roles and functions are described more fully in Annex E, “Terms of Reference: Roles and Functions”.</p>
<p>How a relationship with the Tides Center is launched and maintained</p>	<ol style="list-style-type: none"> (1) A “non-501 ©3 program” (e.g., IW:LEARN) applies to become a program of the Tides Center. (2) With concurrence from the Tides Board and from the program’s donors (e.g., UNDP-GEF), a renewable, one-year Memo of Understanding is drawn up. (3) Once funding is approved and the MOU is signed, a trained Tides-based Coordinator is assigned to serve as a liaison between the program and the Tides Administrative Office. The Coordinator provides support in installing and training staff on the use of administrative systems. (4) Training programs introduce the project to The Tides Center and provide education on financial and HR procedures.

	<p>(4) A 7-page Policy Overview supplements the Memo of Understanding.</p> <p>(5) A detailed <i>Operations Manual</i> describes policies and procedures</p> <p>(6) A comprehensive <i>Employee Handbook</i> describes benefits programs, rights, obligations, and grievance procedures</p> <p>(7) The relationship is assessed and renewed annually based. The review process involves all parties.</p> <p>Tides provides services as described below.</p>
Management and Administrative Services	
<i>An overall management framework</i>	<ul style="list-style-type: none"> • Tides systems are predicated upon principles of proactive management versus crisis management • Establishes an overall management plan defined by the Memo of Understanding (MOU) • Requires and reviews annual reports to be submitted by the project (i.e., IW:LEARN) • Initiates frequent phone checks • Seeks feedback on its services (The client program assesses Tides services annually; review is a two-way process.)
<i>Legal advice</i>	Provides legal counsel to handle routine legal issues on behalf of the project
<i>Travel arrangements</i>	<p>Employee travel arrangements are managed as follows:</p> <ol style="list-style-type: none"> 1. Travel budget is established, then revised through quarterly reporting process with Tides 2. Employee calls his or her travel agent to make arrangements 3. Employee books reservations using corporate credit card 4. Employees pays actual expenses (hotels, meals, taxis) with corporate credit card or cash withdrawals whose purpose is documented <p>Traveler does not require cash advances or reimbursement. Travel expenditures are immediately verifiable and show up in budget accounts</p>
<i>Equipment procurement</i>	<ul style="list-style-type: none"> • Most equipment is purchased directly as needed, i.e., computer equipment is ordered directly from low-cost mail order vendors who normally ship same day • Larger items (e.g., >\$3,000) must be authorized by Tides; they are purchased quickly and billed directly to the project's account
<i>Reports to donors</i>	<ul style="list-style-type: none"> • Routinely alerts the project of its donors reporting deadlines and specific requirements • Works closely with the project to assure compliance with all programmatic and financial reporting • Provides training and software to assist in reporting • Helps to prepare annual reports for submission to donors
<i>Contracts</i>	<ul style="list-style-type: none"> • Provides templates and advice for most common contracts • Provides access to legal counsel to draft and review contracts • Serves as signatory on contracts or leases over \$3,000; the project director is authorized to sign contracts less than \$3,000 on behalf of the Tides Administrative Office.
<i>Insurance</i>	<p>Provides access to a comprehensive insurance package covering:</p> <ul style="list-style-type: none"> • general liability • property coverage • association liability
<i>Leases and office space</i>	<ul style="list-style-type: none"> • Allows projects to find competitively priced office space • Negotiates and signs lease
<i>Intellectual property</i>	<ul style="list-style-type: none"> • Copyright for intellectual property produced by project belongs to Tides for duration of MOU, but then reverts to the project or to individuals • Intellectual property produced by Tides projects can be left in the public domain in order to assure widest possible public access
<i>Credit applications</i>	<ul style="list-style-type: none"> • Provides credit background information • Establishes credit and direct billing with vendors as required
<i>Training</i>	<ul style="list-style-type: none"> • Provides regular workshops for project staff on accounting, budgeting, board management • Provides training on the use of all Tides administrative systems • Provides referral services in specialized areas of organizational development not covered by in-house expertise • Provides short courses in areas such as sexual harassment in the workplace, stress management, etc.

Finance	
<i>Project accounts</i>	Funds for each Tides project are held, accounted for, and audited separately. There is no mixing of project funds or accounts.
<i>Budget process</i>	<ul style="list-style-type: none"> Each project produces, records, and works within an annual budget Budgets are reviewed annually
<i>Cash flow management</i>	<ul style="list-style-type: none"> Provides timely accounting and up-to-date information on available cash balance Tracks both projected and actual revenue and expenses All systems are designed to assure regularity and predictability in cash flow Invoices are paid weekly; employee salaries paid through regular payroll
<i>Tracking and statements</i>	<ul style="list-style-type: none"> Produces regular monthly financial reports, including balance sheets and income statements
<i>Approvals of expenditures; limits on approval authorization</i>	<ul style="list-style-type: none"> The project director authorized to make direct expenditures up to \$3,000 on project's behalf, subject to quarterly reporting Expenditures >\$3,000 must be approved by Tides Administrative Coordinator; the release of funds is immediate
<i>Corporate credit cards</i>	Yes
<i>Payments</i>	<ul style="list-style-type: none"> Prompt or immediate payment, facilitated by use of a corporate credit cards and streamlined systems for approval
<i>"Bridge funding" (i.e., advances for operations against funds committed by donor but not disbursed)</i>	Once a grant agreement is signed with a donor, Tides will advance funds to cover one month of operating expenses, thereby allowing the project to start implementation immediately
<i>Cash reserves and emergencies</i>	<ul style="list-style-type: none"> All projects set aside a one-month operating reserve Early warning systems are in place to flag potential cash emergencies Tides will advance funds for one-month of operations to cover reasonable emergencies
<i>Taxes and other regulatory compliance</i>	Files all required taxes and reports
<i>Audits</i>	<ul style="list-style-type: none"> Complete annual audits by well-qualified outside auditors Audits carried out to a wide array of requirements, including OMB; however, higher rates are charged to projects with special auditing requirements due to restricted funding.
Employee Benefits	
<i>Employment status</i>	Project staff are Tides employees, with full employee benefits
<i>Health insurance</i>	Yes, CIGNA Plan HMO or Preferred Provider Option
<i>Dental insurance</i>	Yes
<i>Insurance for business travel</i>	Yes
<i>Protection against unfair termination</i>	Employees have recourse to grievance procedures in the event of unfair employment termination
<i>Direct deposit of paychecks</i>	Biweekly salary payment via direct deposit
<i>Taxes and tax reporting for staff</i>	Taxes deducted; reporting to IRS and state; W2's provided
<i>Long-term disability insurance</i>	Yes

<i>Tax sheltered annuity plan</i>	Yes
<i>Life and accidental death insurance coverage</i>	Yes
<i>Organizational culture</i>	<ul style="list-style-type: none"> Tides has strong organizational values in regard to fair treatment of employees. Quality of workplace issues are important
Overhead rate	
<i>Overhead rate</i>	<p>Tides normal overhead rate is 9-15% but can be negotiated to 6% for projects with annual expenditure >\$ 1 million. An agreement has been reached for 9% for Year 1 of operation. At that end of Year 1, the relationship will be reviewed and reassessed. The rate will be revised downward to about 6% if (i.) annual budget expenditures are close to \$1 million per year (the non-GEF allocation could vary with co-financing and (ii.) IW:LEARN successfully demonstrates to Tides Center that execution of a “UN project” does not entail bureaucratic complexities and administrative demands beyond those of a “regular” project.</p>

Annex B

PROJECT COOPERATION AGREEMENT
between
THE UNITED NATIONS DEVELOPMENT PROGRAMME
and
THE TIDES CENTER

Whereas the United Nations Development Programme (hereinafter referred to as “UNDP”) the Tides Center (hereinafter referred to as “the NGO”) have, on the basis of their respective mandates, a common aim in the furtherance of sustainable human development;

Whereas UNDP has been entrusted by its donors with certain resources that can be allocated for cooperative programmes and projects, and is accountable to its donors and to the Executive Board of UNDP and the United Nations Population Fund (UNFPA) for the proper management of these funds and can, in accordance with the UNDP Financial Regulations and Rules, make available such resources for cooperation in the form of a Project;

Whereas the NGO, its status being in accordance with national regulations, is committed to the principles of participatory sustainable human development and development cooperation, has demonstrated the capacity needed for the activities involved, in accordance with the UNDP requirements for project execution; is apolitical and not profit-making;

Whereas the NGO and UNDP agree that activities shall be undertaken without discrimination, direct or indirect, because of race, ethnicity, religion or creed, status of nationality or political belief, gender, handicapped status, or any other circumstances;

Now, therefore, on the basis of mutual trust and in the spirit of friendly cooperation, the NGO and UNDP have entered into the present Agreement.

Article I. Definitions

1. For the purpose of the present Agreement, the following definitions shall apply:

- (a) “Parties” shall mean the NGO and UNDP;
- (b) “UNDP” shall mean the United Nations Development Programme, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations;
- (c) “The NGO” shall mean The Tides Center, a non-governmental organization incorporated under the laws of the State of California for the purpose of providing financial and administrative management services to non-profit organizations working in the areas of social justice, community affairs, economic public policy, international affairs, and environment and natural resources;
- (d) “The Agreement” or “the present Agreement” shall mean the present Project Cooperation Agreement, which incorporates the Project Objectives and Activities, Project Work Plan, Project Inputs being provided by UNDP resources, and Project Budget, and all other documents agreed upon between the Parties to be integral parts of the present Agreement;
- (e) “Project” shall mean the activities as described in the Project Document, “International Waters Distance Learning Project (IW:LEARN)”; Project Number: GLO/98/G33/A/1G/71);
- (f) “Government” shall mean the government of states participating in global International Waters projects;
- (g) “UNDP Resident Representative” in the case of a Global Project shall mean the Executive Coordinator in charge of the UNDP-GEF Central Unit, or the person acting on his behalf;
- (h) “Person in charge of the Project” or “Project Director” shall mean the person appointed by the NGO, in consultation with UNDP, who acts as the overall coordinator of the Project and assumes the primary responsibility for all aspects of it;
- (i) “Expenditure” shall mean the sum of disbursements made and valid outstanding obligations incurred in respect of goods and services rendered;
- (j) “To advance” shall mean a transfer of assets, including a payment of cash or a transfer of supplies, the accounting of which must be rendered by the NGO at a later date, as herein agreed upon between the Parties;
- (k) “Income” shall mean the interest on the Project funds and all revenue derived from the use or sale of capital equipment, and from items purchased with funds provided by UNDP or from revenues generated from Project outputs;
- (l) “*Force Majeure*” shall mean acts of nature, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force;
- (m) “Project Work Plan” shall mean a schedule of activities, with corresponding time-frames and responsibilities, that is based upon the Project Document, deemed necessary to achieve Project results, prepared at the time of approval of the Project, and revised annually.

Article II. Objective and Scope of the Present Agreement

- 1. The present Agreement sets forth the general terms and conditions of the cooperation between the Parties in all aspects of achieving the Project Objectives, as set out in the Project Document, Annex I of the present Agreement.
- 2. The Parties agree to join efforts and to maintain close working relationships, in order to achieve the Objectives of the Project.

Article III. Duration of Project Agreement

1. The term of the present Agreement shall commence on February 1, 1999 and terminate on January 31, 2002. The Project shall commence and be completed in accordance with the time-frame or schedule set out in the Project Document.
2. Should it become evident to either Party during the implementation of the Project that an extension beyond the expiration date set out in paragraph 1, above, of the present Article, will be necessary to achieve the Objectives of the Project, that Party shall, without delay, inform the other Party, with a view to entering into consultations to agree on a new termination date. Upon agreement on a termination date, the Parties shall conclude an amendment to this effect, in accordance with Article XVII, below.

Article IV. General Responsibilities of the Parties

1. The Parties agree to carry out their respective responsibilities in accordance with the provisions of the present Agreement, and to undertake the Project in accordance with the document "UNDP Procedures for Project Execution by a Non-governmental Organization", which forms an integral part of the present Agreement.
2. Each Party shall determine and communicate to the other the person (or unit) having the ultimate authority and responsibility for the Project on its behalf. The Person in charge of the Project or Project Director shall be appointed by the NGO, in consultation with UNDP.
3. The Parties shall keep each other informed of all activities pertaining to the Project and shall consult once every three months or as circumstances arise that may have a bearing on the status of either Party in the country or that may affect the achievement of the Objectives of the Project, with a view to reviewing the Work Plan, Budget and implementation of the Project.
4. The Parties shall cooperate with each other to facilitate the obtention of any licenses and permits required by national laws, where appropriate and necessary for the achievement of the Objectives of the Project. The parties shall also cooperate in the preparation of any reports, statements or disclosures which are required by national law.
5. The NGO may only use the name and emblem of the United Nations or UNDP in direct connection with the Project, and subject to prior written consent of UNDP;
6. The Project Director will be responsible for day-to-day contacts with relevant national authorities participating in the global project and UNDP on operational matters during the implementation of the Project. The UNDP GEF Executive Coordinator or his representative will act as the principal channel for communicating with the national coordinating authorities regarding the activities under the Project Cooperation Agreement
7. The UNDP-GEF Executive coordinator will facilitate access to information, advisory services, technical and professional support available to UNDP and will assist the NGO to access the advisory services of other United Nations organizations, whenever necessary. The Division of Policy and Procedures (DOPP) in the Operations Support Group (OSG) will provide information, technical support, and guidance in issues related to NGO project execution. The UNDP-GEF Senior Advisor for International Waters shall serve as the primary liaison and focal point for communication between UNDP and the Project.
8. The Parties shall cooperate in any public relations or publicity exercises, when these are deemed appropriate or useful by the Executive Coordinator.

Article V. Personnel Requirements

1. The NGO shall be fully responsible for all services performed by its personnel, agents, employees, contractors or subcontractors (hereinafter referred to as "Personnel").
2. The NGO's Personnel shall not be considered in any respect as being the employees or agents of UNDP. The NGO shall ensure that all relevant national labour laws are observed.

3. UNDP does not accept any liability for claims arising out of the activities performed under the present Agreement, or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by NGO Personnel as a result of their work pertaining to the project. It is understood that adequate medical and life insurance for Personnel, as well as insurance coverage for service-incurred illness, injury, disability or death, is the responsibility of the NGO.

4. The NGO shall ensure that its Personnel meet the highest standards of qualification and technical and professional competence necessary for the achievement of the Objectives of the Project, and that decisions on employment related to the implementation of the Project shall be free of discrimination on the basis of race, religion or creed, ethnicity, ethnicity or national origin, gender, handicapped status, or other similar factors. The NGO shall ensure that all Personnel are free from any conflicts of interest relative to the Project Activities.

Article VI. Terms and Obligations of Personnel

1. The NGO undertakes to be bound by the terms and obligations specified below, and shall accordingly ensure that the Personnel performing project-related activities under the present Agreement comply with these obligations:

(a) The Personnel shall be under the direct charge of the NGO which functions under the general guidance of UNDP and the laws of the State in which the NGO is registered to operate;

(b) Further to subparagraph (a) above, they shall not seek nor accept instructions regarding the activities under the present Agreement from any other authority external to UNDP;

(c) They shall refrain from any conduct which would adversely reflect on the United Nations, and shall not engage in any activity which is incompatible with the aims and objectives of the United Nations or the mandate of UNDP;

(d) Subject to the requirements outlined in the document "UNDP Public Information Disclosure Policy", information that is considered confidential shall not be used without the authorization of UNDP. In any event, such information shall not be used for individual profit. The Project Director may communicate with the media regarding the methods and scientific procedures used by the NGO, however, UNDP clearance is required for the use of the name UNDP in conjunction with Project Activities in accordance with Article IV, paragraph 5, above. This obligation shall not lapse upon termination of the present Agreement, unless otherwise agreed between the Parties.

Article VII. Supplies, Vehicles and Procurement

1. UNDP shall contribute to the Project the resources indicated in the Budget section of the Project Document.

2. Technical and logistical equipment, non-expendable materials, or other property furnished or financed by UNDP shall remain the property of UNDP and shall be returned to UNDP upon completion of the Project or upon termination of the present Agreement, unless otherwise agreed upon between the Parties, and in consultation with the national coordinating authorities. During Project implementation and prior to such return, the NGO shall be responsible for the proper custody, maintenance and care of all equipment. The NGO shall, for the protection of such equipment and materials during implementation of the Project, obtain appropriate insurance in such amounts as may be agreed upon between the Parties and incorporated in the Project Budget.

3. UNDP will place on the supplies, equipment and other materials it furnishes or finances such markings as will be necessary to identify them as being provided by UNDP.

4. In cases of damage, theft or other losses of vehicles and other property made available to the NGO, the NGO shall provide UNDP with a comprehensive report, including police report, where appropriate, and any other evidence giving full details of the events leading to the loss of the property.

5. In its procedures for procurement of goods, services or other requirements with funds made available by UNDP as provided for in the Project Budget, the NGO shall ensure that, when placing orders or awarding contracts, it will safeguard the principles of highest quality, economy and efficiency, and that the placing of such orders will be based on an assessment of competitive quotations, bids, or proposals, unless otherwise agreed to by UNDP.

6. UNDP shall make every effort to assist the NGO clearing all equipment and supplies through customs at places of entry into the country(ies) where Project activities are to take place.

7. The NGO shall maintain complete and accurate records of equipment, supplies and other property purchased with UNDP funds and shall take periodic physical inventories. The NGO shall provide UNDP annually with the inventory of such equipment, property and non-expendable materials and supplies, and at such time and in such form as UNDP may request.

Article VIII. Financial and Operational Arrangements

1. In accordance with the Project Budget, UNDP has allocated and will make available to the NGO funds up to the maximum amount of \$1,900,400. The first installment of \$180,500 will be advanced to the NGO within 15 working days following signature of the present Agreement. The second and subsequent installments will be advanced to the NGO quarterly when a Financial Report and other agreed upon documentation, as referenced in Article X, below, for the activities completed have been submitted to and accepted by UNDP as showing satisfactory management of use of UNDP resources.

2. The NGO agrees to utilize the funds and any supplies and equipment provided by UNDP in strict accordance with the Project Document. The NGO shall be authorized to make variations not exceeding twenty (20) per cent on any one line item of the Project Budget, provided that the total Budget allocated by UNDP is not exceeded. The NGO shall notify UNDP about any expected variations on the occasion of the quarterly consultations set forth in Article IV, paragraph 3, above. Any variations exceeding twenty (20) per cent on any one line item that may be necessary for the proper and successful implementation of the Project shall be subject to prior consultations with and approval by UNDP.

3. The NGO further agrees to return within two (2) weeks any unused supplies made available by UNDP at the termination or end of the present Agreement or the completion of the Project. Any unspent funds shall be returned within two (2) months of the termination of the present Agreement or the completion of the Project.

4. UNDP shall not be liable for the payment of any expenses, fees, tolls or any other financial cost not outlined in the Project Work Plan or Project Budget, unless UNDP has explicitly agreed in writing to do so prior to the expenditure by the NGO.

5. The Project Management Fee ("overhead") charged by the Tides Center is to be set at 9% per year, subject to the annual review and discussion by Tides Center and IW:LEARN. The overhead rate would be adjusted to 6% for any year if two conditions are met: (i.) IW:LEARN grant income from all sources managed by Tides Center approaches \$1 million in that calendar year, and (ii) the reporting, auditing, and administrative requirements of IW:LEARN do not significantly expand beyond the parameters set forth in this document.

Article IX. Maintenance of Records

1. The NGO shall keep accurate and up-to-date records and documents in respect of all expenditures incurred with the funds made available by UNDP, to ensure that all expenditures are in conformity with the provisions of the Project Work Plan and Project Budgets. For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, and receipts pertinent to the transaction. Any Income, as defined in Article I, paragraph 1 (k), above, arising from the management of the Project shall be promptly disclosed to UNDP. The Income shall be reflected in a revised Project Budget and Work Plan and recorded as accrued income to UNDP, unless otherwise agreed between the Parties.

2. Upon completion of the Project/Termination of the Agreement, the NGO shall maintain the records for a period of at least four (4) years, unless otherwise agreed upon between the Parties.

Article X. Reporting Requirements

1. The NGO shall provide UNDP with periodic reports on the progress, activities, achievements and results of the Project, as agreed between the Parties. As a minimum, the NGO shall prepare an annual progress report (APR).
2. Financial Reports will be undertaken as described in the document “UNDP Procedures for Project Execution by a Non-Governmental Organization”.
 - (a) The NGO is expected to prepare a Financial Report and submit it to the person designated by the UNDP-GEF Executive Coordinator within thirty (30) days after the end of each quarter, in English.
 - (b) The purpose of the Financial Report is to request a quarterly advance of funds, to list the disbursements incurred on the Project by budgetary component on a quarterly basis, reconcile outstanding advances and foreign exchange loss/gain during The NGO is expected to prepare a Financial Report and submit it to the person designated by the UNDP-GEF Executive Coordinator within thirty (30) days after the end of each quarter, in English
 - (c) The purpose of the Financial Report is to request a quarterly advance of funds, to list the disbursements incurred on the Project by budgetary component on a quarterly basis, reconcile outstanding advances and foreign exchange loss/gain during the quarter.
 - (d) The Financial Report has been designed to reflect the transactions of a project on a cash basis. Because of this, unliquidated obligations or commitments should not be reported to UNDP, i.e., the reports should be prepared on a “cash basis”, **not** an accrual basis, and thus will only include disbursements made by the NGO and **not** commitments. However, the NGO shall provide indication when submitting reports as to the level of unliquidated obligations or commitments, for budgetary purposes.
 - (e) The information furnished on the Report forms the basis of a periodic financial review, and its timely submission is a prerequisite to the continuing funding of the Project. Unless the Financial Report is received, requests for advances of funds from UNDP will not be acted upon by the UNDP.
 - (f) Any refund received by an NGO from a supplier should be reflected on the Report as a reduction of disbursements on the component to which it relates.
3. Within two (2) months of the completion of the Project or of the termination of the present Agreement, the NGO shall submit a final report on the Project activities and include a final Financial Report on the use of UNDP funds, as well as an inventory of supplies and equipment.

Article XI. Audit Requirements

1. The NGO shall submit to UNDP a certified annual financial statement on the status of funds advanced by UNDP. The Project will be audited at least once during its lifetime, but may be audited annually, as will be reflected in the annual audit plan prepared by UNDP Headquarters (Division of Audit and Performance Review), in consultation with the Parties to the Project. The audit shall be carried out by the auditors of the NGO or by a qualified audit firm, which will produce an audit report and certify the financial statement. UNDP Headquarters (Office of Audit and Performance Review) approval is not required in the selection of a qualified audit firm.
2. Notwithstanding the above, UNDP shall have the right, at its own expense, to audit or review such Project-related books and records as it may require, and have access to the books and record of the NGO, as necessary.

Article XII. Responsibility for Claims

1. The NGO shall indemnify, hold and save harmless, and defend at its own expense, UNDP, its officials and persons performing services for UNDP, from and against all suits, claims, demands and liability of any nature and kind, including their cost and expenses, arising out of the acts or omissions of the NGO or its employees or persons hired for the execution of the present Agreement and the Project .

2. The NGO shall be responsible for, and deal with all claims brought against it by its Personnel, employees, agents or contractors.

Article XIII. Suspension and Early Termination

1. The Parties hereto recognize that the successful completion and accomplishment of the purposes of a technical cooperation activity are of paramount importance, and that UNDP may find it necessary to terminate the Project, or to modify the arrangements for execution of a Project, should circumstances arise which jeopardize successful completion or the accomplishment of the purposes of the Project. The provisions of the present Article shall apply to any such situation.

2. UNDP shall consult with the NGO if any circumstance arises that, in the judgment of UNDP, interferes or threatens to interfere with the successful completion of the Project or the accomplishment of its purposes. The NGO shall promptly inform UNDP of any such circumstance that might come to the NGO's attention. The Parties shall cooperate towards the rectification or elimination of the circumstance in question and shall exert all reasonable efforts to that end, including prompt corrective steps by the NGO, where such circumstances are attributable to it or within its responsibility or control. The Parties shall also cooperate in assessing the consequences of possible termination of the Project on the target beneficiaries of the Project.

3. UNDP may at any time after occurrence of the circumstance in question and appropriate consultations suspend execution of the Project by written notice to the NGO, without prejudice to the initiation or continuation of any of the measures envisaged in paragraph 2, above, of the present Article. UNDP may indicate to the NGO the conditions under which it is prepared to authorize a resumption of execution of the Project.

4. If the cause of suspension is not rectified or eliminated within fourteen (14) days after UNDP has given notice of suspension to the NGO, UNDP may, by written notice at any time thereafter during the continuation of such cause: (a) terminate the Project; or (b) terminate the NGO's execution of the Project, and entrust its execution to another Executing Agency. The effective date of termination under the provisions of the present paragraph shall be specified by written notice from UNDP.

5. Subject to paragraph 4 (b), above, of the present Article, the NGO may terminate the present Agreement in cases where a condition has arisen that impedes the NGO from successfully fulfilling its responsibilities under the present Agreement, by providing UNDP with written notice of its intention to terminate the present Agreement at least 30 days prior to the effective date of termination, if the Project has a duration of up to six (6) months, and at least sixty (60) days prior to the effective date of termination, if the Project has a duration of more than (6) months.

6. The NGO may only terminate the present Agreement under point 5, above, of the present Article, after consultations have been held between the NGO and UNDP, with a view to eliminating the impediment, and shall give due consideration to proposals made by UNDP in this respect.

7. Upon receipt of a notice of termination by either Party under the present Article, the Parties shall take immediate steps to terminate activities under the present Agreement, in a prompt and orderly manner, so as to minimize losses and further expenditures. The NGO shall undertake no forward commitments and shall return to UNDP, within thirty (30) days, all unspent funds, supplies and other property provided by UNDP, unless UNDP has agreed otherwise in writing.

8. In the event of any termination by either Party under the present Article, UNDP shall reimburse the NGO only for the costs incurred to execute the project in conformity with the express terms of the present Agreement. Reimbursements to the NGO under this provision, when added to amounts previously remitted to it by UNDP in respect of the Project, shall not exceed the total UNDP allocation for the Project.

9. In the event of transfer of the NGO's responsibilities for execution of a Project to another Executing Agency, the NGO shall cooperate with UNDP and the other Executing Agency in the orderly transfer of such responsibilities.

Article XIV. Force Majeure

1. In the event of and as soon as possible after the occurrence of any cause constituting *Force Majeure*, as defined in Article I, paragraph 1, above, the Party affected by the Force Majeure shall give the other Party notice and full particulars in writing of such occurrence, if the affected Party is thereby rendered unable, in whole or in part, to perform its obligations or meet its responsibilities under the present Agreement. The Parties shall consult on the appropriate action to be taken, which may include suspension of the present Agreement by UNDP, in accordance with Article XIII, paragraph 3, above, or termination of the Agreement, with either Party giving to the other at least seven (7) days written notice of such termination.

2. In the event that the present Agreement is terminated due to causes constituting *Force Majeure*, the provisions of Article XIII, paragraphs 8 and 9, above, shall apply.

Article XV. Arbitration

The Parties shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the present Agreement, including breach and termination of the Agreement. If these negotiations are unsuccessful, the matter shall be referred to arbitration in accordance with United Nations Commission on International Trade Law (UNCITRAL) Arbitration Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final decision on any such dispute, controversy or claim.

Article XVI. Privileges and Immunities

Nothing in or related to the present Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and UNDP.

Article XVII. Amendments

The present Agreement or its Annexes may be modified or amended only by written agreement between the Parties.

IN WITNESS WHEREOF the undersigned, being duly authorized thereto, have on behalf of the Parties hereto signed the present Agreement at the place and on the day below written.

For The Tides Center:

For UNDP:

Signature: _____

Signature: _____

Name: _____

Name: _____

Title: _____

Title: _____

Place: _____

Place: _____

Date: _____

Date: _____

Annex C
CAPACITIES: ASSESSMENT AND ACTION PLAN FOR NGO EXECUTION
Matrix for Assessing Project Execution Capacity

Project title: International Waters Distance Learning Project
Executing NGO: The Tides Center
Project number: GLO/98/G33/A/1G/71

(a) REQUIREMENTS FOR EXECUTION	(b) FINDINGS AND CONCLUSIONS	© SOLUTIONS	(d) RESPONSIBLE
I. Technical, managerial, administrative, and financial capacities			
Technical capacities			
<ul style="list-style-type: none"> Organizational competency to undertake technical tasks (e.g., network planning, software development, technical training) 	IW:LEARN has assembled an experienced, highly skilled technical team. The project has a track record of successfully completing technical tasks, including Web site development, telecommunications planning, development of software applications, gopher site development, and database management. The Tides Center is highly experienced in providing the necessary administrative and managerial backup to support the technical work. No deficiency	If needed, IW:LEARN can draw upon additional technical resources from the World Bank, UNDP, commercial technology providers, and universities. Funds are budgeted for this purpose as needed.	
<ul style="list-style-type: none"> Experienced individuals 	All individuals associated with IW:LEARN are highly experienced in their respective fields. The recently selected Members of the Implementation Team, representing the respective GEF IW projects, include individuals with a vast range of technical skills and practical experience. Brief bibliographical summaries for staff and Implementation Team are available.		
<ul style="list-style-type: none"> Monitoring 	i.) The UNDP-GEF IW Advisor is well placed to effectively monitor this project ii.) The “virtuality” of this project makes all activities highly transparent and in many respects easier to monitor than a conventional project iii) The GEF Monitoring and Evaluation Unit has capacity to monitor this project iv) Tides Center carefully monitors the management and administration of all Tides-affiliated projects		
Managerial capacity			
<ul style="list-style-type: none"> Capacity to coordinate complex activities 	The Tides Center has managed nearly 300 projects of this sort. Tides will provide IW:LEARN with a full suite of management services, including a Coordinator, training sessions, well tested software to support smooth project management, regular phone check-ins, and proactive management strategies. IW:LEARN’s capacity to coordinate complex activities is illustrated by the fact that an outstanding Implementation Team was been		

	assembled over the past four months representing 9 GEF projects and individuals from 13 different countries. A complex technical plan has been developed. A virtual office is being set up. A three-year plan has been devised and is unfolding on track.		
<ul style="list-style-type: none"> • Capacity to plan 	<p>Tides has well developed planning systems—for example, comprehensive annual review of all projects, quarterly budgeting cycles, and overall assistance with strategic planning. The IW:LEARN technical team is also well experienced with planning methodologies. IW:LEARN itself was developed under a GEF Planning and Project Preparation grant to UNDP (i.e., a PDF-B). All planned PDF-B activities are on track or ahead of schedule.</p> <p>The IW:LEARN Team holds intense 2-hour planning sessions on a weekly basis. IW:LEARN is strengthening its internal planning through Web-based use of MS Project (software). If present trials are successful, this will be adapted as a “standard” among members of the Implementation Team (Fall 1998).</p>		
<ul style="list-style-type: none"> • A solid management structure 	<p>i.) Tides operates on a rock-solid management structure that has been developed over 20+ years of NGO management.</p> <p>ii.) The IW:LEARN Project Steering Committee is in place to further strengthen the overall management structure</p> <p>iii.) A Technical Advisory Panel, chaired by UNDP/GEF IW Advisor, will meet virtually twice a year</p> <p>iv.) The Boston-based management team integrates management on a day-to-day basis, working closely with the Tides Administrative Office, the countries-based Implementation Team, and UNDP/GEF.</p>		
<ul style="list-style-type: none"> • An effective decision-making structure 	<p>Overall policy decisions on program are translated through the Project Steering Committee, chaired by the UNDP/GEF Technical Advisor. (The IW:LEARN CTA serves as Secretary to the Steering Committee for these purposes.) The Tides Board does not normally get involved in programmatic decisions, but has full administrative authority in the well defined areas of Tides’ responsibility. The CTA translates decision on a day to day basis. As a matter of organizational philosophy and style, IW:LEARN is committed to principles of team planning, decision-making through the process of consensus building, and a work ethos in which each individual accepts responsibility for his or her own decisions. IW:LEARN hires people who have already demonstrated excellent problem-solving skills. Individuals who work on IW:LEARN are expected to operate with a high degree of autonomy. They are expected to make their own decisions on a day-to-day basis and to accept responsibility for outcomes.</p>		
<u>Administrative capacity</u>			
<ul style="list-style-type: none"> • Capacity to track and authorize expenditures 	<p>i.) The Tides Center has extremely well developed, well-supported internal systems for tracking, managing, and reporting upon all expenditures. These procedures have been tested and refined on dozens of NGO projects similar to IW:LEARN in size and complexity.</p> <p>ii.) Tides offers extensive training to the project team on all aspects of administration</p> <p>iii) Rigorous auditing procedures are in place and have been applied successfully over many years, including highly complex auditing and expenditure tracking required by government-financed programs</p>		

<ul style="list-style-type: none"> • Capacity to manage equipment 	i.) IW:LEARN staff is extremely experienced in the area of equipment management. ii) Several of the participants selected to attend the IW:LEARN Training Workshop in London are IT officers for their respective GEF projects. iii) A proposal currently under review by the UNDP Nordic Fund would provide a full-time Nordic consultant to help manage equipment for the full IW:LEARN project		
<ul style="list-style-type: none"> • Capacity to recruit personnel 	i.) The Tides Center has well-defined policies on personnel recruitment, grievance procedures to assure fair treatment of employees, and a comprehensive benefit package to help retain capable employees. ii) Project personnel are recruited through national advertisement and hiring process iii) IW:LEARN has a vast network of person contacts for recruiting personnel iv) IW:LEARN is highly skilled at using the Internet to expand recruiting		
<ul style="list-style-type: none"> • Capacity to procure equipment competitively 	A proposal for separate equipment management services is currently under review by the UNDP Nordic Fund. A full-time Nordic consultant would take over this responsibility if proposal is approved, as expected.	If UNDP Nordic Fund is <i>not</i> approved, IW:LEARN will have to re-direct resources and attention to procurement. The Tides Center has ample internal capability, including accounts and direct relationships with key equipment vendors.	IW:LEARN Project Officer for Technology and Administration will ensure that equipment procurement capacity is in place by November 1, 1998.
Financial capacity			
<ul style="list-style-type: none"> • Capacity to produce and adhere to budgets 	i) All financial activities are performed by the Tides Center in accordance with rigorous budgeting guidelines; budgets are reviewed annually ii) Project budgets are tracked and updated automatically, with written reports on expenditures and balances generated each month iii) Early warning systems in place to detect possible overspending iv) Tides Center provides in-house training on use of its budgeting systems		
<ul style="list-style-type: none"> • Capacity to disburse funds 	i) Funds are disbursed weekly against budgeted categories ii) Streamlined disbursements systems are in place for expenditures <\$3,000		
<ul style="list-style-type: none"> • Capacity to keep complete records and provide accurate and timely financial reports 	Tides Center maintains rigorous systems for recording and reporting on all financial transactions. All projects publish comprehensive annual reports.		
<ul style="list-style-type: none"> • Capacity to ensure physical security of records 	i) As a "virtual program" IW:LEARN is developing systems to assure backups and instantaneous access to all records ii) Tides Center offices in Washington independently stores physical records iii) IW:LEARN is currently developing a comprehensive electronic filing system for multiple locations iv) Use of scanners and the Internet assures that all documents are backed up and stored digitally in multiple locations		

II. Capacity to Perform Key Tasks			
Requirements	Findings/Conclusions	Solutions	Responsible
1. Train Knowledge Management Implementation Team	The present Tides/IW:LEARN team has successfully planned and carried out the first intensive 7 week training session ("The Training, Brainstorming, and Planning Workshop", Egham, England (Fall 1998).		
2. Develop and test Web Deliverable learning products with IW projects, GEF, World Bank, and UNEP	The present team has extensive experience in the development of educational materials over the Web, including data bases, gopher sites, Web sites, software tools, and distance learning programs. The present team has an extensive network of well developed contacts and potential partners in each of the GEF Implementing Agencies.		
3. Create the International Waters Knowledge Commons	The present IW:LEARN/Tides Team has conducted technical studies and developed the present infrastructure plan while carrying out PDF-B activities on this project.		
4. Present results at biennial meetings (1999,2001) and a scaling up plan for Phase 2	The present IW:LEARN/Tides team has extensive experience in the presentation and evaluation of projects, including proposal development.		
Overall Conclusion	The Tides Center provides outstanding managerial, administrative, and financial infrastructure so that the IW:LEARN technical team can focus effectively on the challenges of program development. The "Tides model" is highly geared to the needs and operating style of NGOs as well as to the still-novel requirements of a "virtual organization."		

Prepared by:

UNDP _____

Executing Agent _____

Annex D

Rationale for Waiver from Competitive Bidding

A systematic search was conducted to locate an appropriate and cost effective executing agent for IW:LEARN. NGO and non-NGO alternatives were explored, including universities, training centers, international NGOs, and technology providers. Most were deemed inappropriate for one or several of the following reasons:

- Overhead rates too high, generally ranging from 20% to nearly 100%. (No university less than 50%).
- Not equipped, prepared, or experienced to deal effectively with a technology-intensive “virtual program”.
- Not experienced with a global program, the UN system, or on-the-ground realities of developing country implementation.
- Viewed IW:LEARN as an adjunct that would help to subsidize other programs, suggesting future wrangling over resources rather than a path to financial sustainability
- Many international NGOs with well-established thematic and/or geographic priorities which did not fit. No existing organization has similar mandate in international waters. For example, some NGOs are interested in marine but not freshwater systems, Asian but not African systems, etc.
- Highly interested in education innovation and cutting-edge technologies....but not necessarily the more mundane details of procurement, budgeting, personnel, and day-to-day project management
- Did not want to take on the project; could not do so quickly; realistically, could not do so without incurring high internal costs at the expense of other priorities

The Tides Center was the only organization that had *none* of the above drawbacks, and moreover, met *all* of the following criteria. No other organization met even a majority:

- *Extensive successful experience with project management and provision of financial services—at a low overhead rate.*
The Tides Center currently manages about 300 programs, representing roughly \$30 million in nonprofit expenditures per year. Tides successfully operates many programs of the scale and complexity of IW:LEARN. Details on Tides services are provided in Annex A. In general, Tides charges an administrative overhead rate of 9% -- with rates of 6% for programs with expenditures in the range of \$1 million per year. IW:LEARN anticipates an average three-year rate of 7%.
- *High satisfaction with services among current programs*
Staff and directors of several Tides-managed programs were interviewed. Without exception, they commended Tides on efficiency, responsiveness, and value-for-service. Several programs commended Tides on its underlying organizational values relating to diversity, gender equity, and fair treatment of staff in the workplace.
- *Capacity to handle a virtual mode of operation*
Tides has always operated in a decentralized mode. Expanded use of information technology is a natural and comfortable step. Tides’ administrative systems are fully compatible with IW:LEARN’s “virtual office” mode. Several of Tides current programs are world leaders in the use of information technology.
- *Experience with management of international computer networking projects.*
One of the Tides Center’s best known projects, the Institute of Global Communications (IGC), developed the world’s first (and still foremost) computer network dedicated to environmental preservation and sustainability. With support from Tides in 1990, IGC and six other international partners co-founded the Association for Progressive Communications

(APC), an international coalition of computer networks that provides communications and information-sharing to over 50,000 NGO's and activists working in more than 130 countries. APC is by far the world's largest and most important NGO computer network, particularly in the developing world.

- *Experience with UN system and GEF*
The Association for Progressive Communications (APC, see above) works closely with several UN agencies in order to make UN information more accessible and transparent to NGOs. As an NGO, APC has consultative status with the UN Economic and Social Council. UNDP has posted GEF project documents on APC networks since 1996. APC served as the primary provider of telecommunications services for NGOs and UN delegates attending preparatory and on-site meetings of UNCED. Since then, it has provided similar services to the UN Conference on Human Rights (Vienna, 1993), the International Conference on Population and Development (Cairo, 1994), the World Summit on Social Development (Copenhagen, 1995), the Conference of the Parties to the Climate Change Convention (Berlin, 1995), and the World Conference on Women (1995). Among other programs closely related to the UN, multilateral agencies, and sustainable development, the Tides Center currently operates the Clearinghouse Project for the NGO Steering Committee for the UN Commission on Sustainable Development (CSD).
- *Extensive experience in developing countries*
Through management and support services for IGC and APC, Tides has helped to build the world's largest and most important NGO computer network in developing countries. Tides laid groundwork leading to the expansion of NGO networking capacities worldwide, especially in Africa, Latin America, Russia, and Eastern Europe.
- *An internal programmatic agenda focused on high-quality administrative and project management services*
The Tides Center does not become involved in the day-to-day technical or programmatic work of its programs—instead, its role is to provide highly efficient administrative systems, management services, fiscal controls, accountability, legal support, and organizational backup. Tides does not have a programmatic agenda that would favor one set of GEF IW projects relative to others—for example, an “Asian bias” or a preference for marine rather than freshwater projects. In this respect, Tides is “program neutral.” Funds administered through Tides could not be used to support any organizational activities other than those discussed in this Document.
- *Capable of quick start-up without loss of momentum*
Tides is presently executing a \$140,000 grant to IW:LEARN from the World Bank (*infoDev*). Tides is capable of immediate start-up on the present GEF grant. With systems already in place, there would be no loss of time, reprogramming, or break in IW:LEARN's current momentum.
- *Capacity to “graduate” IW:LEARN program into a self-sustaining permanent organization*
Tides operates in two modes. First, it helps “unincorporated” programs that want to become NGOs to make the transition to full legal NGO status. Second, it provides ongoing support to organizations that choose to not become NGOs. IW:LEARN could opt for either alternative for Phase 2 of its activities (2003-5). Looking toward long-term sustainability, Tides has extensive experience with a broad range of donors and can offer assistance with external fundraising if necessary. Tides programs are presently supported by: corporations and private foundations (e.g., American Express, Arco, Hewlett-Packard, IBM, Sony, etc.); major foundations (e.g., Ford Foundation, W. Alton Jones Foundation, John D. and Catherine T. MacArthur Foundation, the Soros Foundation, Pew Charitable Trusts); and US government agencies (e.g., US AID, Department of Agriculture, US Environmental Protection Agency.)

- *Employee benefits package to attract and hold quality staff*
Persons working in Tides programs are provided with a full suite of employee benefits, e.g., health insurance, retirement plans, and skills-upgrading opportunities. (See Annex A). By shouldering administrative and management functions in a comprehensive cost-effective package, Tides will enable the IW:LEARN staff and Implementation Team to focus on technical and programmatic problems to be solved. By extending a standard package of personnel benefits, the Tides Center enhances project productivity by building employee confidence and motivation. The Tides Center creates a stable work environment capable of attracting and keeping high-quality staff

Annex E

Terms of Reference: Roles and Functions

E.1. IW:LEARN Implementation Team

Who: Individuals sponsored by participating GEF International Waters projects who develop a project Implementation Plan, to be carried out locally in the context of their sponsoring project over a period of at least one year. IW:LEARN Team Members will be selected from among the persons who have received training in: i.) IW:LEARN Training, Brainstorming, and Planning Workshop, or ii.) Distance Masters program (including participation in the IW:LEARN Workshop)

Responsibilities:

- Contribute productively in overall IW:LEARN planning as a participant in the 7-week resident Workshop
- Develop an Implementation Plan for knowledge-sharing and distance learning activities to be undertaken within the sponsoring project
- Secure support for the Implementation Plan from the sponsoring project, IW:LEARN, and if necessary, develop a plan for additional external support
- Lead on-the-ground implementation of the workplan, working with the sponsoring project, IW:LEARN project staff, and other members of the Implementation Team
- Build links and working relationships with other IW projects and contribute actively to the overall team effort

Compensation/incentives:

- Personal capacity-building through Implementation Team training and activities
- Recognition as a contributor to an innovative, high-profile international Project
- Opportunity to earn a Masters degree (University of London, other institutions pending)
- Stipend or salary paid by sponsoring project
- Opportunities for travel, internships, apprenticeships
- Opportunity to apply enhanced capacity and channel resources to the sponsoring project (i.e., new techniques, knowledge, equipment, project spin-offs, international contacts)

E.2 IW:LEARN Steering Committee

Who: International Waters Advisors of the GEF Implementing Agencies (UNDP, World Bank, UNEP and representatives of major co-financing partners (i.e., *infoDev*, European Commission (DG-VIII), DANIDA (funded through the UN Nordic Fund). The Steering Committee will meet once a year to review progress and provide strategic guidance. The UNDP-GEF International Waters Advisor will serve as Chairperson for the Steering Committee. The IW:LEARN Chief Technical Advisor will serve as Secretary to the Steering Committee. The GEF Secretariat International Waters/Biodiversity Team Leader will serve as liaison to the Steering Committee.

Responsibilities:

- Provide overall policy direction, including substantive input on critical training themes, feedback on GEF's needs and priorities, guidance on improved communication and collaboration with water resource specialists within the respective agencies, assistance in securing new intellectual, technological, and financial resources
- Annually review progress and the next year's Work Plan
- Review reports and communicate as needed to the executing agency (Tides Center)
- The World Bank member of the Steering Committee will be responsible for reviewing and authorizing annually all expenditures under Budget Line 21.01 ("Knowledge Management Products", with the World Bank)
- The UNEP member of the Steering Committee will be responsible for reviewing and authorizing annually all expenditures under Budget line 21.02 ("Best Practices Study", with UNEP)

E.3 Technical Advisory Panel

Who: About a dozen persons, including: Current or former Chief Technical Advisors of GEF International Waters projects (at least half the membership of the Advisory Panel to be CTAs or former CTAs), technical waters specialists from the three GEF Implementing Agencies or co-financing partners, distance learning or technology specialists, scientists. The UNDP-GEF International Waters Advisor will serve as Chairperson for the Steering Committee. The Technical Advisory Panel will meet as a group once a year (virtually). Members will be available for subgroup meetings and for occasional ad hoc meetings in order to provide advising, additional problem-solving capacity, and input into programmatic decision making.

Responsibilities:

- Provide continuous feedback on the overall IW:LEARN program, i.e., learning products, training programs, geographical priorities
- Advise on the regional GEF International Waters projects' needs in regard to training programs (e.g., the training workshop and pilot Master's programs) and content/delivery of learning products
- Recommend individuals, ideas, technologies, or organizations that can improve the productivity and sustainability of IW:LEARN's work
- Serve as occasional trainer, mentor, or content provider within the virtual learning/teaching environment

E.4 KEY STAFF POSITIONS

4a) Chief Technical Advisor

Who: Project director. Responsible to the IW:LEARN Steering Committee and the Tides Center Board of Directors for the development and overall performance of IW:LEARN. Works closely with UNDP-GEF Task Manager.

Responsibilities:

Team leader responsible for goal setting, program development, personnel management, inter-organizational coordination, and forward planning.

4b) Administrative Officer

Who: Administrative manager. Team leader to develop a smoothly running, healthy, efficient organizational work environment.

Responsibilities:

- Responsible for creating a globally-extended virtual office, including document management over the Internet; shared filing systems through interlinked workstations and servers; the choice, ordering, and maintenance of office equipment; shared data bases for contact management, scheduling, and forms; vendor relationships
- Training and technical support in regard to the virtual office and associated IW:LEARN training needs
- Liaison with Tides Administrative Coordinator in regard to preparation and processing of financial information, reports to donors, travel requests, equipment procurement, handling of payroll and employee benefits
- Member of the program planning team, especially in regard to decision making that affects staff allocation of time, planning processes, budgetary requirements

4c) Tides Project Coordinator

Who: Tides Administrative Coordinator. Employee of the Tides Administrative Office (TAO) assigned to coordinate administrative and management tasks pertaining to IW:LEARN. Salary paid from overhead to Tides.

Responsibilities

- Processing payments, invoices, salaries, benefits
- Coordination of reporting to Tides and donors
- Personnel issues
- Training to IW:LEARN staff to synchronize and integrate admin systems
- Liaison to Tides Administrative Office, Board of Directors, Staff, and other Tides programs as required

4d) Technology Director

Who: Team leader in regard to developing and implementing the technological vision that is at the core of IW:LEARN activities.

Responsibilities:

- Overall design of the International Waters “Knowledge Commons”, including choice and location of servers, ISP issues, software and operating systems,
- Design of user support systems at all levels of operation, including planning field-based technical support sites
- Technical advising and evaluation on IW:LEARN’s use of emerging technologies
- Oversees the design and creation of the interlinked web sites that will be IW:LEARN’s programmatic “front end”

4e) Director for Operations

Who: Program developer with imagination, strong organizational ability and in-depth understanding of sustainable development to conceptualize, coordinate and carry out Implementation Team training and educational activities, launch follow-up implementation of IW:LEARN-supported initiatives on inter-project and intra-project levels, develop innovative regionally oriented resource mobilisation activities.

Responsibilities:

- Responsible for increasing project participation in IW: LEARN, and recruitment of candidates for IW: LEARN’s training programs
- Provide logistical and programmatic support for annual Implementation Team training workshops and distance MSc programme
- Conduct operational study on sustainable financing mechanisms to support greater access to advanced degree and capacity-building training for developing and transitional country environmental specialists
- Support country-based activities as resource person to facilitate integrated implementation of specific work plans developed and carried out by Implementation Team members on a national, regional (intra-project) and global (inter-project) level
- Conceptualize and plan regional subprograms as feasible through potential co-financing, with initial focus on Africa, and in particular with possible European Commission (DG-VIII) co-financing further expand project activity in francophone Africa.
- Promote integrated cooperation among Implementing Agencies within IW: LEARN programs. Bring substantive input into educational and training activities that capture and integrate the comparative advantage of each agency’s resources and areas of expertise.

E.5 Knowledge Management Partnership with World Bank

What: As an element of the UNDP/World Bank Cooperative Program for International Waters, the IW:LEARN team and World Bank staff, consultants, and project personnel will collaborate to jointly develop a limited number (2-4) of distance learning products. These products will be geared to the demand for knowledge among International Waters policy makers and project teams working in key areas of ongoing GEF International Waters projects, e.g., Nile, Mekong, Lake Ohrid, the African Lakes, the Red Sea. These products will build on ongoing Bank Knowledge Management and distance learning activities underway in various parts of the Bank and on work under way by IW:LEARN and its partners. The products will be tested and adapted in the field by country-based members of IW:LEARN Implementation Team. These products would serve as pilot products for more global dissemination and for use among evolving UNDP and Bank waters projects. The materials will also be broadly available within the evolving International Waters “Knowledge Community”.

Who/how: Products will be developed and tested as follows:

- The Bank will appoint a Task Team Leader (TTL) to serve as Task Manager for these activities. The TTL will work closely with the UNDP Task Manager and CTA for IW:LEARN. The TTL will provide a brief annual end-of-year report to be submitted to the IW:LEARN Steering Committee and to the Tides Center. The TTL will provide written materials as required by the evaluation and review mechanisms of UNDP, including Project Performance and Evaluation Review, Tri-partite Review, and an external Evaluation and Final Report prior to the conclusion of the project. Materials will also be provided for the annual PIR (Project Implementation Review) exercise of the GEF.
- The TTL will report to the Leader for the Water Thematic Team (the “Blue Team”) with the Bank’s Environment and Socially Sustainable Development Vice Presidency. A consultancy fee of \$50,000 will be paid to the TTL through the Tides Center, with funds budgeted from the GEF grant (BL 21.01)
- Over the next two years, the Bank Team Task Leader and IW:LEARN will collaborate in the following:
 - (1). Consultative process. A consultative process within the Bank will identify needs and opportunities for distance learning products. Representatives from the Bank’s Knowledge Management Community and key Waters Groups will be consulted. Potential project participants will be involved.
 - (2) Selection of activities. Factors to be considered include: (i.) significant lessons or learning opportunities related to key policy questions or project management issues, (ii) opportunities to maximize work already done at the project level or work under way within the Bank’s water groups, (iii.) potential for productive new synergies at the project level between World Bank, UNDP, WBI, and other partners, (iv) opportunities to launch, test, or build distance learning components into new projects, especially regional projects, (v) unusual opportunities for innovation with the rapidly evolving methods, materials, and techniques of distance learning, (vi.) opportunities to support and respond to particular projects, individuals, or new initiatives that can benefit from the resources being brought together through this collaboration. . (Approximately 6-8 months)
 - (3) Implementation.. Field testing and local adaptation of the methods and pilot materials developed through this collaboration, e.g., through the IW:LEARN Implementation Team, the World Bank Distance Learning Network, etc. (Approximately 12-18 months)

- (4) Assessment and evaluation. Systematic feedback on the effectiveness and means to improve these products and methods.
 - (5) Efforts to link these activities directly to the ongoing knowledge management activities in the water sector and to the Global Water Forum sponsored by the Global Water Partnership and reporting on these activities to the global meeting of GEF International Waters projects to be held in 2000 and 2002.
- \$300,000 in IW:LEARN funds will be used to catalyze and support these activities. The Bank will minimally contribute equivalent counterpart in intellectual resources, staff time, and use of Bank infrastructure and resources. The evolving activities may require the use of matched funding from participating IW projects or complementary funding from trust funds and other external sources.

E.6 International Waters Best Practices Data Base (with UNEP)

The International Waters Best Practice Database will capture institutional memory of lessons learned and create an interactive forum for knowledge-sharing which expands the scope of user benefit beyond GEF projects. An associated award scheme has functioned for an existing Best Practice database created by Habitat as a built-in incentive for the database to 'self-populate'. UNEP and IW: LEARN have agreed to a 3 year workplan to establish an International Waters Best Practices Database as follows:

UNEP will draft a budget proposal by Autumn 1999, to coordinate with the International Waters Task Force (IW:LEARN Steering Committee) meeting.

UNEP will define the structure of the database; consensus among UNEP, UNDP and the World Bank on the database fields will be solicited by UNEP. The database will target national level environmental professionals.

A target date of 1 January 2000 has been set to finalize criteria for submissions and definition of categories.

Year 1: Search engine set-up will require 6-8 months; input GEF projects, 6 mos; identify sponsor (approach Turner Foundation), partners to vet submissions, jury for award scheme. Target date for data base creation: September 2000.

Year 2: open database for submissions

Year 3: first award selection and presentation

UNEP's \$150,000 subcontract with IW: LEARN will be in the form of a memorandum of understanding (not subject to 7% Tides overhead)

Annex F
**GEF INTERNATIONAL WATERS
 PROJECT DESCRIPTIONS**

Organization of this information:

GEF Implementing Agency, Project Title, Countries, Summary, Web link (if available)

UNDP / GEF International Waters Projects:

Danube River Basin Pollution Reduction Programme

Bosnia-Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Moldova, Romania, Slovakia, Slovenia, Ukraine, Federal Yugoslav Republic

The immediate goal of this project is to prepare for funding pollution prevention and reduction activities to both restore the Danube River Basin and to protect the Black Sea environment. The main output will be prioritized pollution reduction projects for co-financing by national and international sources, set within a strategic policy framework for the Danube and Black Sea Basin. This immediate goal is composed of four objectives which are to be achieved over a 16 month period: Objective 1: Complete the knowledge base for priority-setting; Objective 2: Review policy for protection (especially nature protection) of the Danube Basin and Black Sea; Objective 3: Increase public awareness and participation; and Objective 4: Develop the financing of the pollution reduction programme within the Danube Strategic Action Plan.

WWW: <http://www.rec.org/DanubePCU>

Strategic Action Programme for the Dnieper River Basin

Belarus, Russia, Ukraine

Following the completion of a Transboundary Diagnostic Analysis for the Dnieper River Basin, the full project will include formulation and endorsement of a Strategic Action Program, as well as associated capacity building and institutional strengthening in areas such as monitoring, public awareness, biodiversity conservation, and policy/legislative approaches to transboundary pollution reduction. The project will be linked to the Black Sea basin approach currently under development.

Caribbean Contaminated Bays

Jamaica, Colombia, Costa Rica, Cuba

Following identification of a suite of priority issues/problems (sewage, solid waste management, agrochemicals, industry) and needed actions in the pilot phase, this project will feature a set (one per site) of incremental cost interventions aimed at barrier removal and demonstrations of best practices to reduce contaminant flows to each of the four bays. The focus will be on innovative technologies and approaches which can be both sustained locally and replicated in similar situations throughout the Caribbean.

WWW: http://www.nrca.org/kingston_harbour/PLAN/main.htm

Strategic Action Programme for the Tumen River Basin

Russia, Mongolia, Republic of Korea, DPR Korea, China

Following the project development phase, this project will include preparation of a Transboundary Diagnostic Analysis and a Strategic Action Programme for protection of International Waters and Biodiversity in the Tumen River basin, its related coastal regions and its northeast Asian environs. The program will also include public awareness, a small grants programme, information systems development, and strengthening of Environmental Impact Assessment capacities.

WWW: <http://www.tradp.org/htmls/envgefp.htm>

Implementation of a Strategic Action Programme for the South Pacific Small Island Developing States (SIDS)

Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu

Following the completion and endorsement of a Strategic Action Programme (SAP) for the region during the first phase, this project will focus on implementing 'incremental' elements of the SAP falling within the six major areas of concern identified in the SAP: biodiversity, fish stocks, tourism development, water supply vulnerability to climate change, and pollution. In accord with the SAP, the project will have two principal components: Ocean Fisheries Management and Integrated Coastal & Watershed Management.

Regional Programme for the Prevention and Management of Marine Pollution in the East Asian Seas

Cambodia, China, DPR Korea, Indonesia, Malaysia, Philippines, Republic of Korea, Singapore, Thailand, Vietnam

The goal of the project is to enable the region to collectively protect and manage its coastal and marine environment through intergovernmental and intersectoral partnerships using a programmatic and integrative approach. The latter will include: building planning and management capacity, increasing environmental investments, advancing scientific inputs for environmental management decision-making, establishing integrated information systems, enhancing the knowledge and technical skills of NGOs and related groups, facilitating the formulation or strengthening of national coastal and marine policies and strategic action programs, and augmenting regional commitment to implement international conventions..

WWW: <http://www.imo.org.ph/>

Strategic Action Programme for the Rio de la Plata and its Maritime Front

Uruguay, Argentina

The goal of this project will be to complete a Transboundary Diagnostic Analysis and Strategic Action Programme for the Rio de la Plata/Maritime Front. The SAP formulation project will have associated capacity building activities, e.g. institutional strengthening, public awareness, information systems, legal/policy reform and stakeholder involvement. The project will be linked closely with both the World Bank Patagonia LME project and upstream activities in the UNEP Upper Paraguay and Bermejo River basin programs.

Pollution Control and other Measures to Protect Biodiversity in Lake Tanganyika

Burundi, Congo, Tanzania, Zambia

The project focuses on the development of a strategic plan for the long-term management of the Lake and its unique biological resources. Project seeks to achieve a better understanding of the ecosystem, establish and harmonize regional efforts, implement a pollution monitoring program and conservation plans, and train relevant individuals through on-the-job education, support to universities and fellowships.

WWW: <http://www.ltbp.org>

Strategic Action Programme for the Caspian Sea

Russia, Kazakhstan, Turkmenistan, Azerbaijan, Iran

The goal of this project will be to complete a Transboundary Diagnostic Analysis and Strategic Action Programme for the Caspian Sea. The SAP project will have associated capacity building activities, e.g. institutional strengthening, public awareness, information systems, legal/policy and stakeholder involvement. The project will be part of the broader "Caspian Environment Programme" including contributions from the World Bank, European Union and UNEP.

WWW: <http://www.caspianenvironment.org/>

Implementation of the Strategic Action Programme (SAP) for the Red Sea and Gulf of Aden

Djibouti, Egypt, Jordan, Saudi Arabia, Somalia, Sudan, Yemen

The long term objective of the project is to safeguard the coastal and marine environments of the Red Sea and Gulf of Aden Region and ensure sustainable use of its resources. The project will enable the implementation of a series of complementary, preventive and curative actions identified in the SAP. The project will be composed of the following objectives.

- (a) Institutional strengthening to facilitate regional co-operation;
- (b) Reduction of navigation risks and maritime pollution;
- (c) Sustainable use and management of living marine resources;
- (d) Development of a Regional Network of Marine Protected Areas (MPAs);

- (e) Support for integrated coastal zone management (ICZM);
- (f) Enhancement of public awareness and participation; and
- (g) Monitoring and evaluation of programme impacts.

WWW: <http://www.unops.org/5proin/5pi2012.html>

Strategic Action Programme for the Benguela Current Large Marine Ecosystem

Angola, Namibia, South Africa

The objective of the project to be developed is to enhance national and regional efforts to move towards sustainable integrated management of the Benguela Current Large Marine Ecosystem (BCLME). The first steps in this process will be the establishment of a mechanism for regional cooperation, a review of the existing knowledge of the status and threats to the BCLME, and the development of a Strategic Action Programme (SAP) to address both these threats and the gaps in knowledge essential to the sustainable management of the ecosystem. In addition to assisting in the development of the SAP, the GEF role in the resulting project is expected to focus on the strengthening of effective consultation, coordination and monitoring mechanisms, the development of institutional capacity, and the continued brokering and coordination of donor support.

Integrated Management of the Lake Chad Basin

Chad, Niger, Nigeria, Cameroon

This project involves support for the countries of the Lake Chad Basin in their efforts to address the critical environmental problems of the basin through the development and implementation of a Strategic Action Programme (SAP). The GEF role is to facilitate the preparation and implementation of the SAP by assisting in the establishment of effective consultation, coordination and monitoring mechanisms, the development of institutional capacities, the brokering of donor support, and the direct support of some of the priority programmes and activities identified in the SAP.

Integrated Management in the Okavango River Basin

Angola, Botswana, Namibia

The overall objective of the project is the sustainable development of the shared Okavango basin and the protection of the hydro-environmental and ecological integrity of its unique delta. Activities will concentrate on capacity building in integrated basin management and natural resource management of the delta combined with specialized hydro-environmental monitoring and assessment.

Removal of Barriers to Ship Ballast Water Control in Developing Countries

Global

The overall objective of this programme is to help developing countries reduce the transfer of harmful organisms in ship ballast water and thus eliminate the environmental damage resulting from such transfers. The GEF-financed activities will build upon the technical and regulatory authority and capacities of the International Maritime Organization by identifying state-of-the-art ballast water management and control methods, barriers to their application in selected regions, and strategies for removing those barriers. The programme will also utilize a series of pilot sites to test and document new and effective control measures and approaches to barrier removal.

Global Mercury Abatement from Artisanal Gold Mining

Global

The objective of the GEF project will be to demonstrate and enable the development of more environmentally benign alternatives to mercury amalgamation as an artisanal gold mining method in a suite of developing countries. At the same time, the project will improve the productivity and environmental income of the miners through more efficient recovery and provide advice to governments on the regulation of small-scale mining and the establishment of institutional structures to assist sustainable artisanal gold mining. As the adoption of new technologies might be hindered by various barriers, i.e., legal, informational, institutional, financial, political, cultural etc., the project will also focus on identifying these barriers in each country and propose solutions to overcome them. Additionally, as a large number of women are involved in mining activities, the project will integrate activities specifically targeting women.

Basinwide Approach to Environmental Management and Protection of the Black Sea

Romania, Bulgaria, Russia, Ukraine, Turkey, Georgia

Since 1992, the Black Sea Environment Programme (BSEP) has had three primary objectives: to strengthen and create regional capacities for managing the Black Sea ecosystem; to develop and implement an appropriate policy and legal framework for the assessment, control and prevention of pollution and the maintenance and enhancement of biodiversity; and to facilitate the preparation of sound environmental investments. Activities are funded with associated contributions from European Union's PHARE and TACIS programme, as well as bilateral contributions from Canada, the Netherlands, France and Switzerland.

Following the ongoing process of consolidating the policy strategy to implement the Black Sea Strategic Action Plan (SAP), preparing its technical implementation, support of public involvement to facilitate its adoption, and development of financing options, this project will create a coordination and implementation framework for a Black Sea Basin approach to effective environmental management and protection of the Black Sea. The project will also feature a series of 'incremental' interventions (demonstration and pilot projects, barrier removal, investments, etc.) aimed at rehabilitation of the Black Sea ecosystem.

WWW: <http://www.dominet.com.tr/blacksea/>

Black Sea Environmental Internet Node: <http://www.grid.unep.ch:80/bsein/>

Protection of Marine Ecosystems of the Red Sea Coast:

Yemen

This project aims to protect ecosystems important to fisheries and biodiversity through improving knowledge and monitoring of Yemen's Red Sea resources and their use. A regional component of the project involves Saudi Arabia and is implemented in cooperation with UNEP.

Lake Manzala Engineered Wetlands

Egypt

The poor quality of Nile River waters threatens the health and livelihood of millions in Egypt while polluting the Mediterranean. The project is demonstrating an ecologically sustainable 'engineered wetlands' approach to trapping sediments and pollutants from municipal, industrial and agricultural sources, demonstrating the efficacy of this affordable, relatively simple and efficient technology.

Industrial Water Pollution Control in the Gulf of Guinea Large Marine Ecosystem

Benin, Cote d'Ivoire, Cameroon, Ghana, Nigeria

This project is working to establish and equip a network of scientific and monitoring institutions and train officials about pollution assessment and environmental management. Research on ecosystems, creation of a Geographic Information System, policy analysis and consensus-building at the national and regional levels is also underway.

WWW: <http://www.africaonline.co.ci/AfricaOnline/societes/goglme/goglme.html>

Support for Regional Oceans Training Programme

Global

To increase capabilities and growth of regional contacts and communications networks, this project establishes four regional centers in Costa Rica, India, Fiji and Senegal that deliver curricula and train scientists and officials from their respective regions. Participants in the training program jointly create intervention methodologies for later implementation in their countries of origin.

UNEP GEF International Waters Projects

Strategic Action Programme for the Mediterranean Sea

Albania, Algeria, Bosnia & Herzegovina, Croatia, Egypt, Lebanon, Libya, Morocco, Slovenia, Syria, Tunisia, Turkey

The completed Transboundary Diagnostic Analysis will provide a basis for deciding on future priorities relating to transboundary issues in the Mediterranean. It will provide the justification for actions recommended in the Strategic Action Programme and GEF Project. The Focus of the GEF project will be on addressing Land-Based activities resulting in pollution and contamination of the Mediterranean Sea. The GEF intervention will serve as a catalyst to government and bilateral interventions through provision of a framework for action in addressing this issue.

Strategic Action Programme for the Upper Paraguay River

Brazil

The project to be prepared during the preparatory phase will assist the Government of Brazil in promoting the sustainable development of the Upper Paraguay River Basin through a comprehensive program of Action addressing multiple GEF Focal areas. Key specific objectives are to promote stakeholder involvement in water resources management; define the nature of interactions between the upper Paraguay River Basin, the Pantanal and the Lower Paraguay River Basin under various development scenarios; formulate a watershed management plan; strengthen institutions and implement pilot demonstration projects in reforestation, mine waste reclamation non-point source pollution control and land management.

Global International Waters Assessment

Global

The overall objective of the project is to develop a comprehensive strategic framework for the identification of priority areas for remedial and mitigatory actions in international waters designed to achieve significant environmental benefits at national, regional and global levels. The project will result in strategic information for GEF use at a programmatic level through the provision of a framework for the identification of regional and global priority areas for GEF consideration in the focal area of international waters and decision making concerning appropriate management interventions, including identification of more sustainable approaches to the use of water and its associated resources.

WWW: www.giwa.net

Integrated Management of the Water Resources of the Sao Francisco and its Coastal Zone

Brazil

The project will assist the Government of Brazil to promote sustainable development of the Sao Francisco River Basin, through the implementation of a Watershed Management Programmes integrating the watershed and coastal zone. The Phase 1 project will assist the Government of Brazil in incorporating land-based environmental concerns into development policies, plans and programmes for the basin and for the protection of its coastal zone and to conduct pilot demonstration activities to develop needed information for management purposes.

Strategic Action Programme for the South China Sea

Cambodia, China, Indonesia, Malaysia, Philippines, Thailand, Vietnam

The primary objective of this initiative is to undertake an extensive Transboundary Diagnostic Analysis for the South China Sea and the watersheds draining it. The Transboundary Diagnostic Analysis will form the basis for formulating a framework Strategic Action Programme that will detail short and medium-term priorities for action.

Preparation of a Transboundary Diagnostic Analysis for the Protection and Management of the Marine and Coastal Environment of the Western Indian Ocean

Comoros, Kenya, Mauritius, Madagascar, Mozambique, La Reunion, Seychelles, Somalia, South Africa, Tanzania

Transboundary issues in this region encompass not only the consequences of dam construction in inland countries on coastal systems, issues of transboundary pollution, shared fisheries stocks and populations of endangered species, but also issues surrounding the global 'value' of the endemic shallow water marine biodiversity. The Transboundary Diagnostic Analysis once completed will provide a basis for deciding on future priorities relating to these transboundary issues including over-exploitation of fisheries, Land-Based Activities and priorities for shallow water marine biodiversity conservation. The follow-up project that will result from this preparatory activity will aim to link and integrate the existing programmes and projects in the Western Indian Ocean, identifying priority issues, gaps, overlaps and areas that need to be addressed in

a holistic manner through the development of a Strategic Action Programme (SAP) for the Western Indian Ocean.

Shrimp Trawling: Reduction of By-Catch

Global

A number of technologies have been developed for reducing shrimp by-catch, but are not widely applied at the present time. The purpose of the preparatory phase is to identify a suitable tropical shrimp fishery where governments, industrial and artisanal fishermen will be encouraged to adopt more 'environmentally friendly' technologies through barrier removal via GEF intervention.

Bermejo River Binational Basin

Argentina, Bolivia

The project aims to develop a Strategic Action Programme that will promote environmentally sustainable development within the basin, taking into consideration the program of investments being prepared by the Binational Commission for the Development of the Upper Bermejo and Grande de Tarija Rivers Basins.

WWW: <http://www.worldbank.org/html/gef/wprogram/july96/bermejo/bermejo.htm>

World Bank GEF International Waters Projects

Lake Ohrid Management

Macedonia, Albania

To protect the natural resources of Lake Ohrid (e.g. fisheries) and economic activities (e.g. tourism), GEF funds will assist the two nations sharing it in: 1) creating an international Lake Ohrid Management Board to develop the institutional, legal and regulatory framework for transboundary cooperation; 2) establishing a monitoring program for water quality, discharges into and uses of the Lake, and changes in natural resources (fish stocks); 3) preparing a Lake Ohrid Strategic Action Plan and Investment Program to address issues of transboundary pollution, natural resources management, and environmental impacts of economic development in the catchment area; and 4) financing a public awareness campaign and small investments to promote community support, test new technologies and serve as catalysts for future investments.

WWW (download): <http://www.worldbank.org/html/gef/wprogram/0197/intro.htm>

Water and Environmental Management in the Aral Sea Basin

Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan

The project will address causes of overuse and pollution in the Aral Sea Basin, and support the sustainable management and future development of its natural resources by formalizing and implementing the first stage of a regional strategic action plan. It will help the five states sharing the Basin to: a) develop and implement regional and national water management strategies and agreements focusing on water uses, use efficiency and sharing; b) assess water quality problems, especially salinity, and develop cost-effective strategies to improve water quality; c) expand and upgrade monitoring and regional databases on water quality, dynamics and quality, and enhance a regional environmental information system to support decision-making; d) restore certain remaining Aral Sea wetlands; and e) support a public education campaign on the nature and extent of the problems to engage it in addressing them.

WWW: <http://www.worldbank.org/html/pic/WhatsNew/WhatsNew.970818.html>

Lake Victoria Environmental Management

Kenya, Uganda, Tanzania

The project will address the major threats facing the Lake Victoria ecosystem, including overfishing, eutrophication and algae levels, pollution, and invasive exotic species like the water hyacinth. Actions include a) regional cooperation in fisheries research, extension and management; b) research and monitoring of water quality and pollution, strengthening and harmonization of pollution regulatory, incentive and enforcement systems, and priority investments in wastewater management; c) monitoring and sustainable use of wetlands; d) control of water hyacinth and e) management of land use in the catchment, including soil conservation and afforestation.

WWW: <http://bio.bu.edu/~lesk/lakevictoria.html>

Oil Pollution Management, Abatement and Control in the Southwest Mediterranean Sea

Algeria, Egypt, Libya, Morocco, Tunisia

The project aims to: a) reduce the input of hydrocarbons into the international waters of the Mediterranean; b) ensure commonality of approach, regulatory policies and methodologies; c) promote exchange of information and coordination of implementation; d) utilize national data sets to assess long-term regional trends in marine pollution, both for national coastal waters and for adjacent international waters; e) enhance the national monitoring capability and f) develop a coastal environmental management framework.

Gulf of Aqaba Environmental Action Plan

Jordan

As part of the regional Environmental Action Plan for the Gulf of Aqaba, the project will: a) develop regional collaborative mechanisms for strengthening the capacity to protect the coastal zone and marine biodiversity; b) develop and enforce the legal framework and regulations for control of transboundary pollution; c) provide safeguards against oil pollution; d) establish and implement guidelines for sustainable development of the coastal zone; e) assess the effects of wastewater seepage on the quality and level of the transboundary water table; f) implement a plan to control solid waste impacts on marine and coastal waters; and g) demarcate and manage a marine protected area.

Mekong River Basin Water Utilization Rules and Monitoring

Vietnam, Cambodia, Laos, Thailand

The project will review data, reports and studies related to the Mekong River Water Utilization Program (WUP), review related programs in the Mekong River Program, and consult with regional sub-committees and national committees. It will then prepare a framework concept paper for the WUP with priorities and strategy options and hold a conference to build consensus on the design approach to take. Phase Two will design, review and build consensus for the WUP project including detailed financing and implementation plans.

Regional Oil Spill Contingency, Western Indian Ocean

Regional: Western Indian Ocean

The preliminary phase of the project will finance studies assessing oil spill risk and impacts in the subregion, recommending risk mitigation measures, plans and arrangements, and recommending institutional, organizational and financial arrangements for the oil spill contingency and response system. They will also finance seminars to discuss and refine study recommendations, and a coordinator responsible for overseeing technical aspects of project preparation.

Regional Oil Spill Response, Africa

Regional: Africa

The project preparatory phase funded a joint petroleum industry/government planning seminar, and associated follow-up work to prepare a project designing national and sub-regional contingency plans for oil spill containment and treatment to respond to spills of differing size, location and degree of threat; provision of basic training and equipment to execute plans at the national and sub-regional levels; design of mechanisms to ensure financial and operational sustainability.

Ship Waste Disposal

China

This project combines GEF, IDA and local financing to reduce pollution in international and territorial waters caused by ship wastes. It provides technical and financial assistance to the government of China and six port authorities, selected as models, for the construction and/or rehabilitation and expansion of ship waste disposal facilities. The project includes both national and individual port components.

Ship-Generated Waste Management: Caribbean OECS

Antigua & Barbuda, Dominica, Grenada, St. Kitts & Nevis, St. Lucia, St. Vincent and the Grenadines

The project will assist the Organization of Eastern Caribbean States (OECS) governments in reducing pollution of international and territorial waters caused by the discharge of ship-generated solid wastes by supporting appropriate actions aimed at improving collection, treatment and disposal of these wastes. Project includes national components consisting of the establishment of port-waste reception facilities and incremental expansion of landfill sites to handle ship-generated wastes, together with a regional component comprised of support activities and technical assistance for project management, training and education, establishment of common legal framework for ship waste management, recycling possibilities, and public awareness programs. Project activities will also protect critical habitat for the endangered Grenada dove.

Wider Caribbean Initiative for Ship-Generated Waste*Regional: Wider Caribbean*

Project activities will lay the foundation for countries in the wider Caribbean region to ratify and implement the MARPOL 73/78 Convention, ending discharge of ship-generated wastes into international and territorial waters. Technical assistance will be provided for studies leading to a regional strategy for the implementation of MARPOL 73/78, assessment of existing waste management systems, formulation of criteria for waste reception facilities at ports, development of integrated waste management alternatives, and public awareness programs. The project will also support periodic regional consultative meetings to reach consensus on different elements of a regional MARPOL strategy.