

...sustainable approach to wastewater management involving both the public and private  
...and regulatory frameworks to support good practices in wastewater management  
...ways of sustainably financing wastewater infrastructure  
...safety and capability of our professionals working in the wastewater sector  
...come to us understand better the links between wastewater and health, the impact that  
...wastewater has on ecosystems, and our role in better wastewater management



L E A R N

GEF IW:LEARN

## PROJECT MANAGEMENT MANUAL

Everything you need to  
know about the management  
of a GEF International  
Waters Project



Empowered lives.  
Resilient nations.



## ACKNOWLEDGEMENTS

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<https://iwlearn.net/manuals/methodologies>

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# Overview

## Purpose of the Project Management Manual

Over the last decade there has been a number of requests from IW Conference participants and recommendations from IW project Terminal Evaluations for a practical guide or primer to assist project stakeholders—primarily new Project Managers and their staff (and Implementing and Executing Agency Staff, government officials and civil society)—on specific GEF IW project processes and management approaches and requirements.

There is no standard approach to GEF IW project management. This guide is intended to be just that—a guide. It provides references and links to best practices and experiences from several completed and ongoing projects.

This manual is developed with input from many sources, including experienced Project Managers, common requests from existing GEF IW project staff, a dedicated workshop at the 6th GEF International Waters Conference (Dubrovnik, 2011), a meeting of IW Project Managers in Copenhagen (July 2012), and requests and recommendations from GEF Agencies and the GEF Secretariat.

## What does the Project Management Manual address?

The Project Management Manual focuses on GEF IW specific project requirements. It covers key elements such as monitoring and evaluation (including the adaptation of log frames and reporting against indicators), mainstreaming climate and gender within projects, and ensuring adequate recording of co-finances.

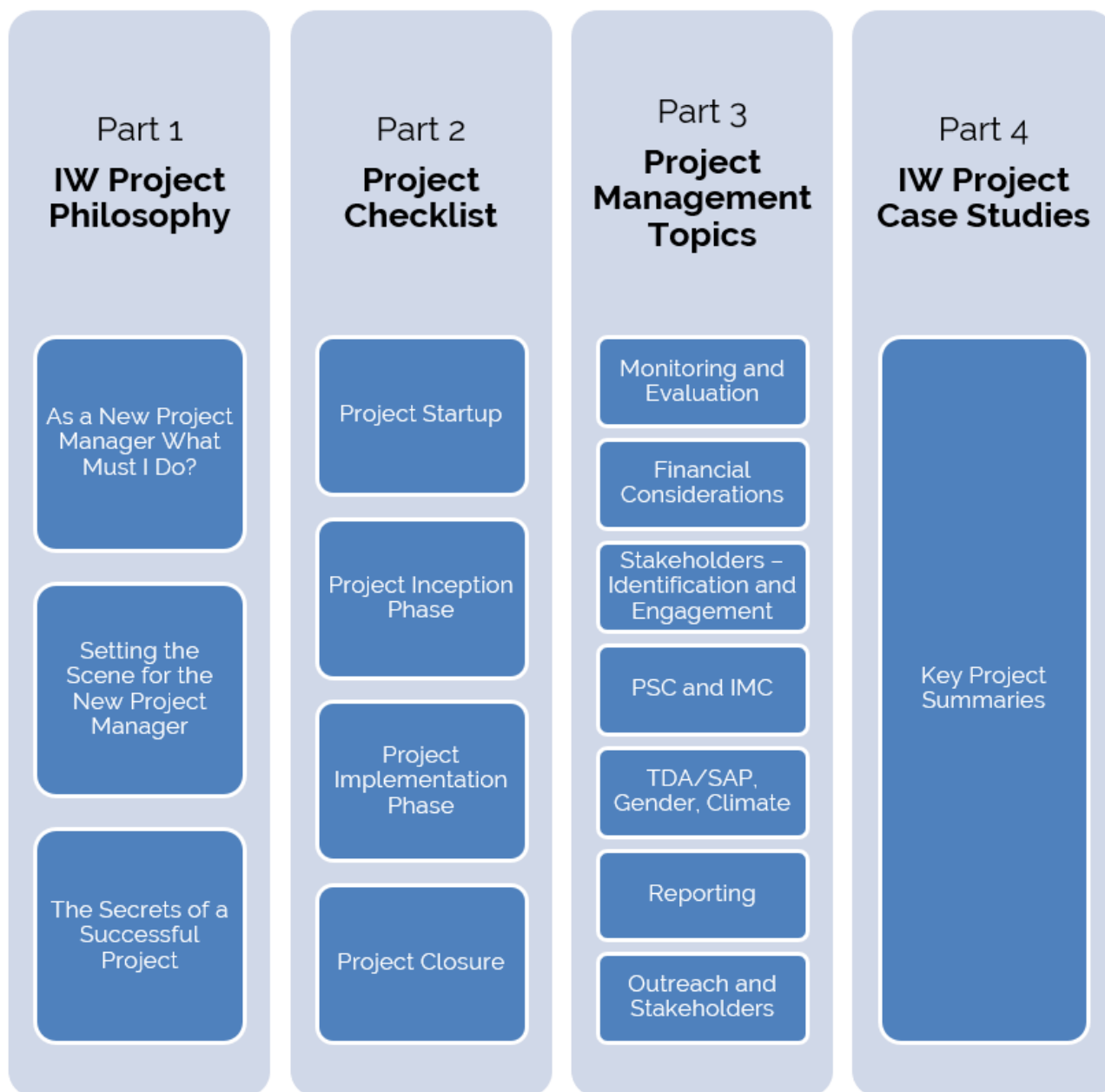
The manual does not deal with issues specific to individual Implementing or Executing Agencies, such as procurement or recruitment policies, but does provide links to Agency websites and encourages Project Managers to develop close working relationships with Agency staff.

It is evident from the IWC6 dedicated workshop that Project Managers wish to have a clearer overview of key elements within an IW project. This manual provides a checklist of the main activities at the different stages of a project, and includes links to IW projects that have addressed issues in these activities.



## Structure of the Manual

The Project Management Manual comprises four parts:



This manual is based on experiences and lessons from IW projects and is built up on the basis of this shared knowledge pool.

**CAUTION:** Every project and location is different. Project management is about adapting approaches to the expectations, tasks and situations on the ground. Please use this Project Management Manual in the spirit of a guide and not as a prescription on what you "must do".

## How to use the Manual

This guide is divided into four main parts:

### **Part One:** [The GEF IW Project Philosophy](#)

This section provides the "new" Project Manager or PCU staff member with a basic overview of what they need to know to ensure a satisfactory GEF IW project conclusion.

### **Part Two:** [Project Checklist](#)

This section contains a list of the key actions that are required in the main phases of a GEF IW project. The list also provides the anticipated "Lead" for each action.

### **Part Three:** [GEF IW Project Management Topics](#)

In this section, key topics of specific relevance to GEF IW projects are addressed in more detail with information derived from practical project experiences.

### **Part Four:** [IW Project Management Case Studies](#)

This section provides real-life GEF IW project case studies following the topics in Part Three. Examples of Terms of References from a range of project activities (PSCs, consultants for M&E, TDA/SAP activities, etc.) are included as a resource to guide project management teams on approaches used by other IW Projects.





# 1. GEF IW Project philosophy

## 1.1 As a new Project Manager what must I do?

The job of the Project Manager is a challenge. It is both straightforward and complex. The Project Manager is expected to implement the project according to the detailed Project Document (ProDoc) and results framework according to time and budget constraints whilst satisfying a multitude of stakeholder demands and expectations, which inevitably evolve over time.

Developing an implementation plan that meets expectations, time and budget will be the first complex issue encountered: Sticking to this plan will be the next. The Project Manager needs a skillset to be able to prioritize work and demands, to adapt to changing expectations and situations, and to ensure that the main project stakeholders are delighted with the outputs and subsequent outcomes.

There are several items that must be completed by a project: these can be divided into technical programmes and administrative tasks. The main steps of a project, from GEF CEO project approval through to closure, are summarized in Part Two ([Project Checklist](#)), Part Three (the ["How To Guide"](#)) and Part Four ([IW project examples](#)). As noted above, please remember that this is a guide. Each project is unique: Settings change, issues differ, agency requirements vary, and stakeholders are not the same.

- In simple terms, the Project Manager and Project Coordinating Unit (PCU) must:
- Deliver the project as planned (meeting objectives, goals and outcomes within time and budget);
- Keep stakeholders informed and engaged;
- Report to Implementing and Executing Agencies as required;
- Capture lessons and experiences to share with other IW projects; and
- Record and report the performance and achievement of the project (including Process, Stress Reduction and Socio-economic and Environmental Status indicator data).

### 1.1.1 The “wealth” of project management guidance

There is a multitude of project management guidance, and this Project Management Manual does not try to replicate these documents. In addition to a number of GEF Agency guidance materials for Project Managers, there are many other sources, from commercial to government organizations, that offer advice.

In the first instance, project management staff should refer to their GEF Agency (both implementing and executing) colleagues to seek any guidance that has been prepared on project management.

### 1.1.2 Develop a close relationship with GEF IW:LEARN

The first experience as a project manager can feel overwhelming, but there are many resources that can help. Over the last 28 years that GEF has been funding projects, a wealth of experience has been collected, specifically from the International Waters focal area. The challenge is to track down where this knowledge is and how to obtain it as effectively and efficiently as possible. But the key here is that 'you are not alone' - all you need to do is reach out to [GEF IW:LEARN](#).

GEF IW:LEARN offers GEF IW projects an array of services to assist throughout the duration of your project. Watch [our video](#) to help you understand how GEF IW:LEARN assists GEF IW projects. ([www.youtube.com/gefiwlearn](http://www.youtube.com/gefiwlearn))

Furthermore, you would have noticed in your ProDoc that there is a 1% allocation of funds from your project budget to engage in GEF IW:LEARN activities. These funds should be utilized to attend the regional workshops, the Biennial International Waters Conference, cost-share (with IW:LEARN) twinning exchanges as well as establish a website consistent with the GEF IW Website Guidelines. (<https://iwlearn.net/documents/14260>)

### 1.1.3 Who to ask first for GEF IW project management advice:

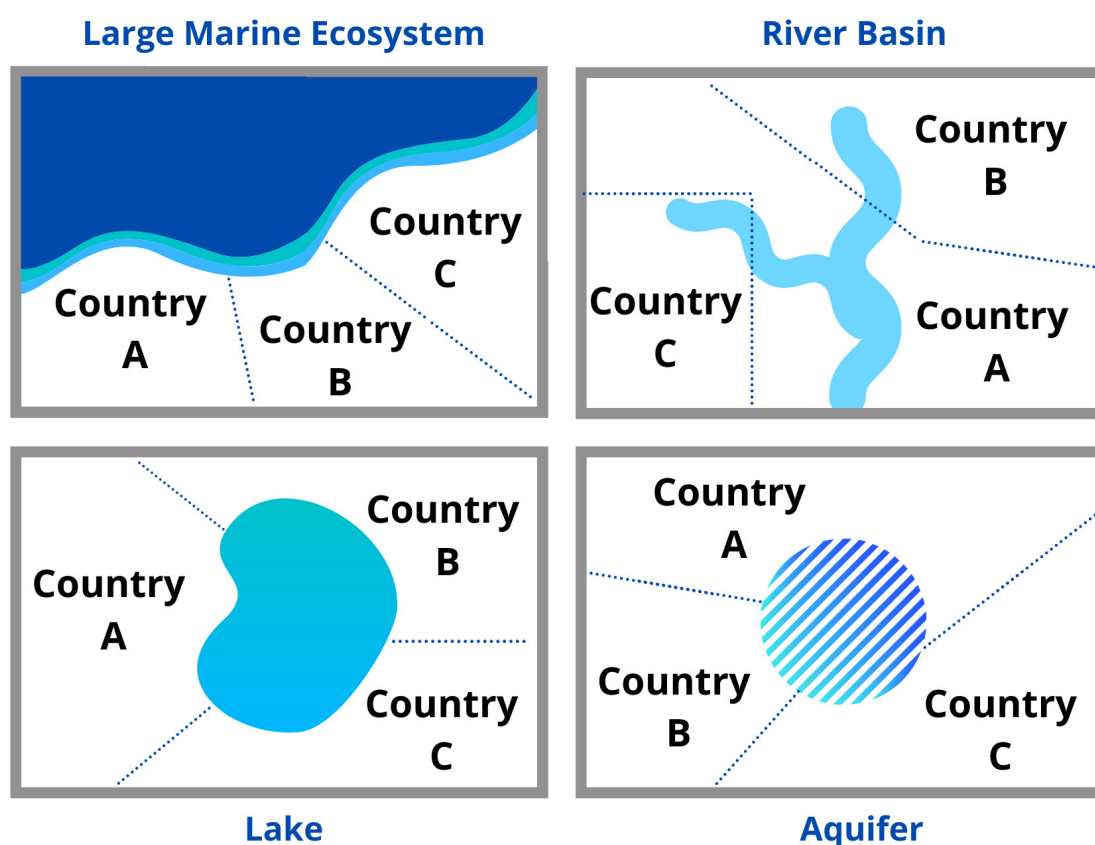
- Colleagues in the PCU
- Other GEF IW Project Managers (both old and new)
- GEF Executing Agencies for specific guidance on issues including:
  - Procurement
  - Recruitment
  - Drafting tenders
  - Travel
  - Financial arrangements
  - Reporting
- GEF Implementing Agencies for:
  - Reporting
  - History of the project development
  - Linkages to other GEF IW projects

**CAUTION:** Please do not wait too long before seeking help. The GEF IW community has vast experience and expertise in complex environment project management. While your situation or problem may seem unique, others have likely encountered similar issues and will be able to provide assistance and/or suggest an approach to solve a particular matter. Remember, the GEF IW community is a team.

## 1.2 Setting the scene for the new Project Manager

### 1.2.1 What are International Waters (IW) in the GEF context?

The GEF IW Focal Area targets transboundary water systems, including river basins where water flows from one country to another, multi-country lake basins, groundwater resources shared by several countries, and Large Marine Ecosystems (LMEs) bounded by more than one country. (Examples of the transboundary water systems are presented graphically below).



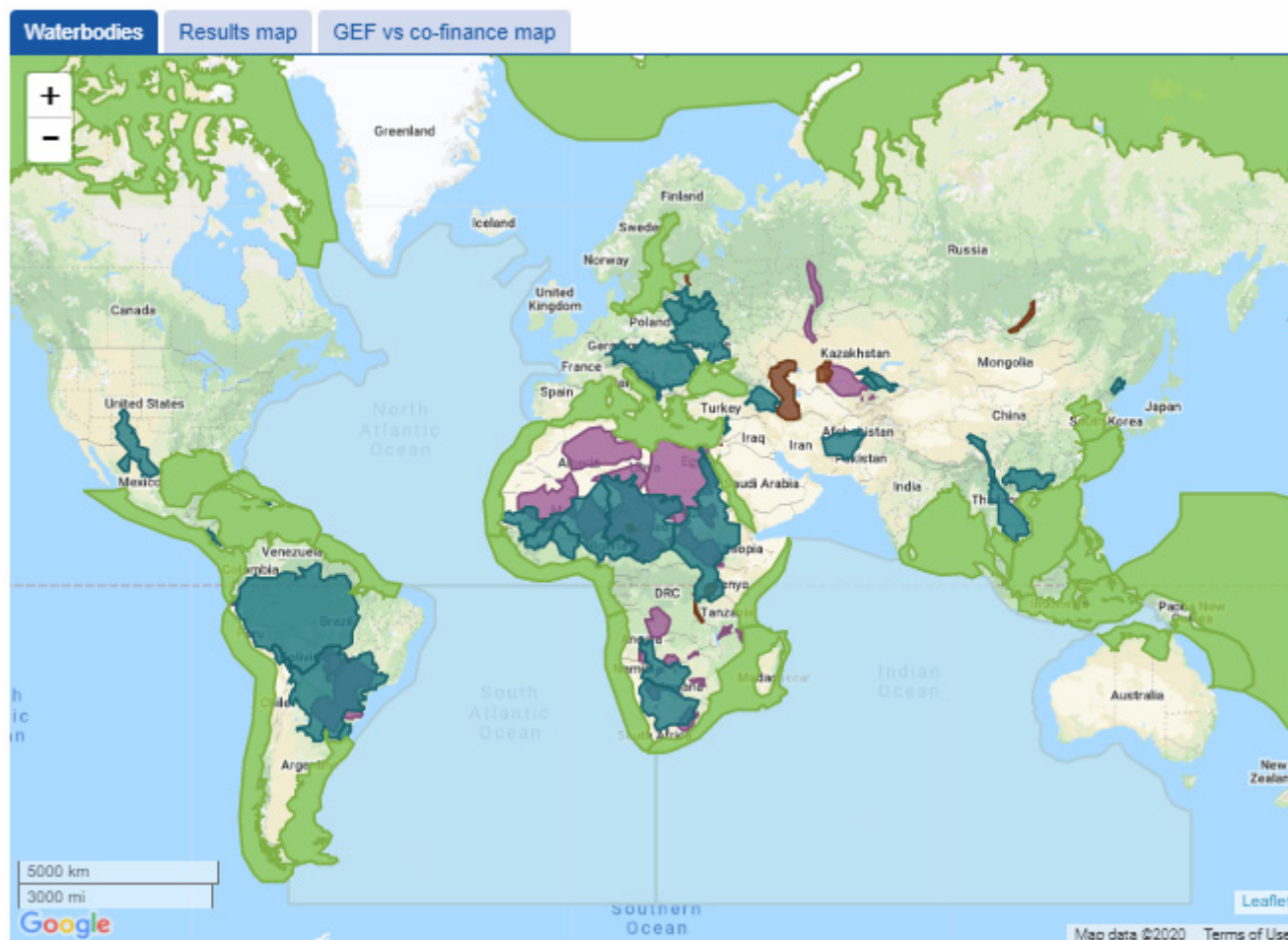
The goal of the GEF IW Focal Area is the promotion of collective management for transboundary water systems and subsequent implementation of the full range of policy, legal and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services. In other words, GEF-funded IW projects are concerned with water-related environmental problems that transcend the boundaries of any one country (hence transboundary).

Transboundary water systems cover "boundary" water resources, where the boundary between two or more sovereign states is formed by an LME, a lake or river, and "successive" water resources, where an river (or underground aquifer) flows from one sovereign state to another.



## 1.2.2 Transboundary water systems

Transboundary water systems include the Black Sea, the Yellow Sea LME, Lake Chad, the Guarani Aquifer, and the Mekong River. See examples using the [GEF IW Visualization Tool](#). (Screenshot below).



## 1.2.3 Why are transboundary waters so important?

Nearly half of the world's population is located within one or more of the 263 international drainage basins shared by two or more states. Even more striking than the absolute number of international drainage basins, is a breakdown of each nation's land surface which fall within these watersheds:

- At least 145 nations possess territory within international basins;
- At least 21 nations lie in their entirety within international basins, and 33 countries have greater than 95% of their territory within international basins;
- Nineteen international drainage basins are shared by five or more riparian countries;

- The Danube alone has 17 riparian nations;
- The Congo, Niger, Nile, Rhine and Zambezi are shared by between 9 and 11 countries; and
- The remaining 13 basins have between 5 and 8 riparian countries.

Groundwater resources, which account for more than one hundred times the amount of surface water, cross under at least 273 international borders. All LMEs are ultimately affected by both surface water and groundwater systems.

### 1.2.4 The GEF International Waters Strategy

The goal of the International Waters focal area is the promotion of collective management for transboundary water systems and subsequent implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services.

To achieve this goal during the 7th funding cycle of the GEF taking effect from 1 July 2018-30 June 2022 (otherwise known as GEF-7) the following objectives are being pursued:

#### **Objective 1: Strengthening Blue Economy opportunities**

The Blue Economy concept identifies the oceans as areas for potential sustainable development of existing and new sectors, including tourism, extractive industries, renewable energy production, fisheries and aquaculture, coastal development and marine transport. To foster innovation towards more sustainable use of marine and coastal resources there is a need for coastal and island nations to deploy a suite of tools, among them marine spatial planning. These tools will foster a holistic understanding of the opportunities and constraints that lies within Exclusive Economic Zones (EEZs) to inform policy formulation, adoption and investment processes towards long-term environmental sustainability. Strengthening blue economy opportunities require regional cooperation and national action.

The GEF will assist countries in identifying sustainable public and private national investments within the Blue Economy space, through funding of collective management of coastal and marine systems and implementation of the full range of integrated ocean policies, legal and institutional reforms. This will be done in tandem with catalyzing regional processes, such as the Transboundary Diagnostic Analysis/Strategic Action Program (TDA/SAP) in order to advance cooperation in Large Marine Ecosystems. Roughly 100 GEF-eligible nations have been reaching agreements, via TDA/SAPs to improve ocean management, via national and regional activities and agreements. GEF-7 presents a unique opportunity to assist countries in addressing a suite of stressors such as overfishing, land based sources of pollution, loss and damage of key coastal and marine ecosystems through a combination of national and regional investments towards strengthening national Blue Economy opportunities. In GEF-7, investments will be strengthening nations Blue Economy opportunities, through three areas of strategic action: 1) sustaining healthy coastal and marine ecosystems; 2) catalyzing sustainable fisheries management; and, 3) addressing pollution reduction in marine environments.

#### **Objective 2: Improve management in the Areas Beyond National Jurisdiction (ABNJ)**

The complex ecosystems in the ABNJ include both the water column and seabed making the sustainable management of fisheries resources and biodiversity conservation especially challenging. Urgent action is needed

to improve conservation and sustainable use of the open oceans that covers 40% of the planet, and are increasingly threatened by over-fishing of iconic pelagic migratory species, maritime navigation, ocean energy facilities, bottom trawling on seamounts, pollution and extraction of minerals and hydrocarbons.

Building on GEFs past experience in successfully supporting an applied ecosystem-based approach to fisheries management of deep sea fisheries, including seamounts, as well as regional tuna fisheries management organizations (RFMOs) in ABNJ. The GEF intends through this strategic objective to renew its efforts within the ABNJ space. In GEF-7 support will be given to foster information sharing to promote sustainable practices and inform decision-making by private businesses and regional organisations such as, LME commissions, RFMOs or the Regional Seas program. Addressing fisheries and in particular IUU fishing in the high seas will also continue to be a high priority. GEF investments will assist capacity building among concerned states and organisations and foster public private partnerships between the RFMOs and the large commercial fishing fleets harvesting in the high seas and its associated supply chain. Finally, GEF investments will facilitate cooperative frameworks between the ABNJs and the Large Marine Ecosystems that they border, to improve management opportunities and cohesion between these two interdependent management frameworks.

### **Objective 3: Enhance water security in freshwater ecosystems**

Shared freshwater resources comprise a special case for cooperation with large potential spillover and global impacts. Transboundary river basins cover about 50% of the earth's land surface and are home to about 40% of the world's population. 1.2 billion people live in river basins where human water use has surpassed sustainable limits. Cooperation on water, therefore, is 'a must' in most international basins to support the need for water, food, energy, and ecosystems security and increase resilience for each nation. The need for transboundary cooperation, therefore, has been anchored in the SDGs as an essential element for effective integrated water resources management (SDG 6.5). Shared groundwater resources are especially hard to manage due to the limited knowledge of the resource and its 'invisibility'. With mounting pressures on water resources and increasing pressures from climate variability and change managing surface and groundwater is the only sustainable path. Both cooperation on water quantity and quality are of key concern – impacting people and environmental assets of global significance, including wetland biodiversity, freshwater fish stocks, and unique aquatic and terrestrial habitats. IW support in freshwater basins will therefore focus on three areas of strategic action: 1) advance information exchange and early warning; 2) enhance regional and national cooperation on shared freshwater surface and groundwater basins; and, 3) invest in water, food, energy and environmental security.

The full working document of the [GEF-7 Programming Directions](#) is available on the website.

GEF IW Project Managers should keep themselves updated on the replenishments, information which is accessible on the [GEF Replenishment](#) page

These enabling activities also focus on capacity building and technical assistance for legal and institutional aspects of multi-level governance reforms for transboundary water systems needed not only at the transboundary level but also at the sub-basin, national and local levels.

- In general GEF IW projects address:
- Complex ecosystem problems in transboundary waters situations through sustainable means;
- A range of water types;



- A range of geopolitical situations (mix of countries and development level, size, etc.); and
- Complex situations, but not necessarily complicated situations.

IW projects utilize GEF funds catalytically by ensuring significant gearing from co-financing sources to assist with longer term sustainability.

## 1.2.5 Key principles within GEF IW Projects

The following are some of the key principles underlying GEF IW Projects:

- Incremental costs
- Adaptive management
- Ecosystem approach
- Sustainable development
- Poverty reduction

### Incremental Costs

The GEF funds the "incremental" or additional costs associated with transforming a project with national benefits into one with global environmental benefits. For example, choosing solar energy technology over coal or diesel fuel meets the same national development goal (power generation), but is more costly. GEF Grants cover the difference or "increment" between a less costly, more polluting option and a costlier, more environmentally friendly option.

The approach to determine the incremental cost consists of five steps. These steps simplify the process of negotiating incremental costs, clarifies definitions and links cost analysis to results-based management and the GEF project cycle. The steps are:

1. Determine the environmental problem, threat, or barrier, and the "business-as-usual" scenario (what would happen without the GEF increment?);
2. Identify the global environmental benefits (GEB) and fit with [GEF-7 Strategies](#) and priorities linked to the GEF focal area;
3. Develop the results framework of the intervention;
4. Provide the incremental reasoning and GEF's role; and
5. Negotiate the role of co-financing

See the GEF Operational Guidelines for the Application of Incremental Costs Principles [here](#).

See the GEF Co-financing Guide [here](#).

## Adaptive Management

Adaptive management is a systematic, rigorous approach to deliberately learn from management actions with the intent to improve subsequent management policy or practice.

## Ecosystem Approach

The ecosystem approach is a strategy for the integrated management of land, water and living resources to promote conservation and sustainable use in an equitable way. It is the primary framework for action under the Convention on Biological Diversity (CBD) and comprises 12 Principles. IUCN has organized these principles into five steps. Each of the following steps involves a range of actions, all of which are fully consistent with GEF IW Projects and the TDA/SAP approach:

1. Determine the main stakeholders, define the ecosystem area, and develop the relationships among them;
2. Characterize the structure and function of the ecosystem, and set in place management and monitoring mechanisms;
3. Identify the important economic issues affecting the ecosystem and its inhabitants;
4. Determine the likely impact of the ecosystem on adjacent ecosystems; and
5. Decide on long-term goals and flexible ways to meet them.

Further information on these steps can be found [here](#).

## Sustainable Development

Sustainable development underpins all GEF IW Projects and is embedded in all four objectives of the IW Focal Area. One goal of the IW Focal Area is the promotion of collective management for transboundary water systems and subsequent implementation of the full range of policy, legal and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services.

For more information on the GEF-7 Strategy and sustainable development see [here](#).

## Poverty Reduction

Fundamentally, poverty is a denial of choices and opportunities and a violation of human dignity. It means lack of basic capacity to participate effectively in society. It means not having enough to feed and clothe a family, nor a school or health clinic to go to, nor the land on which to grow food or a job to earn a living, nor access to credit. It means insecurity, powerlessness and exclusion of individuals, households and communities. It means susceptibility to violence, and it often implies living in marginal or fragile environments without access to clean water or sanitation.

## 1.2.6 Understanding the project context

A GEF IW project is likely to have undergone several years of development prior to the ProDoc signature by the Implementing Agency. In this time, it is likely that there will be many experts from the region, as well as GEF Implementing Agency staff, who have significantly more experience than the new PCU on the issues that the project aims to address.

Consequently, it can be daunting to the new project team to quickly understand the requirements of the regional project demands and the needs of the GEF and the GEF Implementing and Executing Agency reporting. However, it is imperative that the project management team develop a rapid and comprehensive understanding of the regional setting in which the project operates. This understanding should include:

- The political setting and the key actors of all the countries party to the project;
- The geographic setting, especially the water and ecosystem resources;
- Ecosystem status and stressors;
- Socio-economic settings of the region, including private sector drivers, interests and risks;
- The institutional setting, including the local, national and regional administrations and the main non-governmental organizations active in the region;
- The legal setting and key international or transboundary agreements;
- The culture and society of the countries involved to better understand the professional and cultural/religious sensitivities within the region;
- The project management setting, including the role of all the main partners and the reporting lines (and expectations). The ProDoc will have described the key institutions (the GEF Implementing and Executing Agencies, National Representatives, Project Steering Committee, technical advisory bodies, Convention secretariats, and private sector stakeholders); and
- Understanding and familiarity of the GEF and the GEF Implementing and Executing Agency policies for the region, ecosystem and water type etc.

This knowledge will be acquired as the project progresses, but understanding who can provide this information at short notice, and who can brief the project team on developments as quickly as possible will be an asset.

## Managing the Project

The management of a GEF IW project can be divided into a number of clear phases: project startup, inception, implementation and closure.

There are a number of specific activities that are not necessarily addressed in other project management guidance. These activities include:

- Monitoring & Evaluation:
- Indicators and baseline establishment and monitoring;
- Project Steering Committee;
- Reporting;
- Inception reports;
- Project Implementation Reviews (PIRs);
- Quarterly and annual reports; and
- Technical activity management, including:
  - TDA/SAP management
  - Demonstration project activities
  - Interactions with Inter-Ministerial Coordination Committees
  - Addressing gender issues within IW projects
  - Addressing climate change and adaptation within IW projects.

**CAUTION:** While this section is mostly common sense it does not imply common practice. Please be aware of your project settings.

## 1.3 The secrets of a successful project

There are no easy GEF IW projects. But objectives can be met through a well-designed project and through good project management.

What matters in delivering an IW project? The path to success involves understanding and managing the key project elements—this is not rocket science. This section illustrates key issues within five important headings: people, time, money, results and project closure.

### 1.3.1 People matters

Understanding the needs of stakeholders, keeping people informed on project activities and progress (good and bad) and dealing effectively with consultants and project staff are central to good project management. There is much guidance available on these issues, but understanding the requirements (and limitations) of GEF IW projects together with the additional expectations of the GEF Agency responsible for implementing/executing the project and other stakeholders will assist in leading to the delivery and implementation of a successful project.

Project Managers need to have a wide range of skills including:

- Interpersonal skills
- Good communication skills
- Good diplomatic abilities to influence stakeholders
- Appropriate technical skills (and/or to be well advised by technical staff)
- Staff management capabilities

The quality of the project is dependent on the quality (and dedication) of those involved. This is a common sense observation, but a Project Manager has the ability to influence the project through the careful selection of staff, consultants and stakeholder representatives, and by engendering a positive team spirit. Positive team spirit is essential in all teams but particularly in multinational teams typical to IW projects, where people will come with a range of different technical backgrounds, languages and cultural experiences.

#### Project Staff Issues

As a Project Manager you are responsible for supervising the PCU staff and thereby ensuring the objectives of the project are achieved through the appropriate use of the skills within the PCU (including those of the Project Manager) and through consultant/partner inputs. GEF Executing Agency approaches will differ, but the Project Manager will potentially deal with the following administrative issues:

- Terms of References (ToRs) for PCU staff
- Annual appraisals for staff
- Staff holidays
- Planning workloads
- Encouraging a "team spirit" within the PCU

These issues can often go overlooked due to the pressures of managing an IW project and responding to the demands of national ministry stakeholders. The success of the project is often very dependent on the exceptional work of PCU staff. Importantly, all staff within the PCU should feel part of the "team", and their contributions should be officially recognized (through the appraisal system) and acknowledged during official meetings.

## Recruitment

GEF Executing Agency procedures will be paramount for recruiting project staff and consultants. Certain procedures and requirements will exist for local and international recruitment. The first requirement for any recruitment is to have a good definition of the expected work activities and deliverables in the form of a detailed ToR. Further, the position costs must be consistent with the agreed project budget.

ToR examples are found in this manual [here](#).

## Keeping People Informed

This applies to project staff, the GEF implementing/executing agencies personnel, GEF IW:LEARN and the wide range of stakeholders national and regionally. The project will need to develop a communication strategy on what and how it presents information to address the main outreach vehicles, including:

- Website (using the GEF IW:LEARN [toolkit](#)) or a Webpage on the EA website
- Newsletters
- Blogs
- Press releases

## 1.3.2 Time matters

Below are four key lessons on time management, without wishing to state the obvious:

**Lesson 1:** There is never enough time for projects;

**Lesson 2:** Time disappears quicker than you imagine – so set and manage expectations;

**Lesson 3:** Do not procrastinate; and

**Lesson 4:** Read, review and question all work plans. Are they feasible? What will happen if one element of the project is delayed?

Sticking to the project timeline is one of the biggest challenges of project management. It is also where good project management can have the most impact. The Project Manager must pay close attention to project activities and ensure good reporting from consultants and partners.

Following the revisions made in the inception period and the preparation of a detailed Project Implementation Plan, the PCU should have good awareness and "ownership" of the timeline for the project. That said, problems are likely to arise. It is the responsibility of the project management team to anticipate problems where possible, to acknowledge the existence of problems and be quick to propose appropriate (adaptive management) solutions. Clearly there are situations where delays in project implementation are outside the project's control, but good risk analysis should at least be able to identify most situations where potential problems can and will arise.

Project Managers will need to consider a range of time related issues within a GEF IW project. These include:

- Project extensions. How, when and what is required?;
- Revisions to the work plan. How, when and what approval is required?;
- Late delivery (or sub-standard delivery) of activities;
- Force majeure;
- Conflict resolution;
- Pandemics (e.g. COVID19)



### 1.3.3 Money matters

Insufficient funds, currency fluctuations and tracking resources (including co-financing) are some of the major issues the PCU must address. The PCU needs to be able to:

- Track project spend (utilize shadow budgets);
- Ensure that the whole project team understands budget and their responsibilities to deliver the expected work programme;
- Develop a close relationship with the GEF Executing Agency on financial management issues;
- Attract additional co-finance (ensure all GEF Agencies and other donors are aware to eliminate double counting);
- Track and report co-finance;
- Attract private sector and NGO inputs; and
- Be flexible with regard to changes in budget and to understand what approval is needed (guided by the responsible GEF Agency).

### 1.3.4 Results matter the most

The GEF, the GEF Agencies, co-financers and stakeholders need to understand how resources are being utilized, and they need to be informed on project results.

PCUs are (inevitably) very familiar with their outputs and success stories, but all projects need to become more proactive at "selling" project achievements. The PCU will need to develop approaches to:

- Ensure the project achieves the expected outputs, which deliver the planned outcomes;
- Communicate the project's successes in a clear and concise manner. Results matter to the GEF and GEF Agencies.;
- Continuously identify "results", especially those that convey meaning against project indicators;
- Reporting through [Experience Notes](#), [Results Notes](#) and the like, and sharing these with GEF IW:LEARN; and
- Developing approaches to show that the project has "made a difference".

### 1.3.5 Ending the project

All projects come to an end – hopefully on time, budget and having delivered the expected results. It is important that the “end” is planned as well as the rest of the project to ensure an effective handover of results, documents, etc. (as part of a sustainability or “Exit Plan”). It is important to establish how to keep project staff until the final report is ready. Too often key staff start to leave when the project nears completion. As the project manager you need to ensure you will have project staff (or consultants) available to close the project.

The key activities associated with ending a project include:

- Finalizing reports (technical, progress and financial);
- Overall project completion reports;
- Identifying follow-up actions; and
- Summarizing replication potential and how project actions can be sustained in the region;
- Preparing a “Project Closing Package” to be shared with GEF IW:LEARN which includes the following:
  - Standard PowerPoint presentation summarizing the objectives, outcomes and impact of the project;
  - A short “Project Legacy” video to be easily disseminated (a good example is [this video](#) developed by the GEF funded, World Bank implemented Capturing Coral Reef and Related Ecosystem Services (CCRES) project;
  - Summary of lessons-learned and good practices established by the project
  - Consolidated outreach material produced by the project (e.g. brochures, flyers, fact sheets, infographics);
  - Project website updated (content, contact details and URLs working) and archived by GEF IW:LEARN;
  - Ensure all Experience Notes and Results Notes are completed and shared with GEF IW:LEARN



## 2. Project checklist

This section is divided into the main phases of a project:

- [Project Startup](#) (usually the first few months prior to an established PCU)
- [Project Inception Phase](#)
- [Project Implementation](#)
- [Project Closure](#)

## 2.1 Project Startup

Key actions needed following GEF CEO project approval and delegation of authority (Projects should obtain confirmation from the GEF Agency prior to incurring any costs that are to be reimbursed) are presented in the following table.

Activity	GEF Implementing Agency	GEF Executive Agency	PCU	PSC	Countries
L = Lead; X = Involved					
Signature of the ProDoc by all countries	L				X
Recruitment of Project Manager	X	L			X
Recruitment of Technical and Administrative Staff of the PCU	X	L			X
Host Country Agreements	L				X
Provision (or procurement) of project offices		L			X
Nomination of PSC members by Countries	L	X	X		X
Nomination of national teams				X	

These activities are taken by the Implementing and Executing Agencies in partnership with the project countries, and usually prior to the appointment of the PCU.

## 2.2 Project Inception Phase

Following the recruitment of the PCU, a project can be considered truly "operational". The first significant milestone for the PCU will be to complete the Inception Phase. This phase aims to provide additional clarity on the project, or to refine the ProDoc to account for changes that may have occurred since the ProDoc was prepared and approved by the GEF CEO.

A detailed project plan and budget (in considerable detail for year one) will be prepared during the Inception Phase. The Phase will culminate with an Inception Meeting, which is an opportune occasion to hold the first Project Steering Committee (PSC) meeting to approve the work plan and budget. This is often the first opportunity for Project Managers to meet key national and regional stakeholders, and to introduce themselves and the project prior to the formal PSC.

The following table presents expected tasks for the project in the Inception Phase (which is typically the first three to six months of the operational project).

Activity	GEF Implementing Agency	GEF Executive Agency	PCU	PSC	Countries
L = Lead; X = Involved					
Establishing the PCU					
Equipping the Office		X	L		X
Staff Security/Safety		X	L		X
Developing in-house manuals and procedures	X	X	L		
PCU Training Material and Plan		X	L		
Templates for ToRs, reports etc		X	L		
Linking with regional/global projects, donors and stakeholders	X	X	L	X	X
Confirming GEF agencies reporting requirements	X	X	L		
Confirming the GEF executing agency's financial reporting and management expectations/ procedures		X	L		
Project Implementation Plan					
M&E Review and Planning			L	X	
Review of Indicators and Establishment of Baseline			L	X	X
Preparing Stakeholder Engagement Plan			L	X	
Information Management Plan			L	X	
Communication Plan (project identity, website, standard templates/layout etc).			L	X	
Establishing Mechanism to track Co-finance			L	X	X
Detailed Work Plan for year 1 (PIP)		X	L	X	X
Detailed Budget for year 1		X	L	X	
Inception Meeting/PSC/Project Launch					
Inception Report	X	X	L	X	X
Preparation for Inception Meeting/ First PSC			L		X
Inception Workshop	X	X	L	X	X
Project Steering Committee	X	X	X	L	X
Revision to Inception Report & Follow-up Plan		X	L	X	

## 2.2.1 Establishing the PCU

The PCU, including personnel, offices, equipment and administrative procedures need to be established as quickly as possible. Requirements and procedures will be very dependent on the arrangements identified in the ProDoc. Ensuring that these preparatory actions are completed efficiently will help streamline the completion of the Inception Phase and lead in to the beginning of the project's "real work".

It is very easy at this stage of the project to lose significant time, which is difficult to make up later.

The following elements should be considered when establishing the PCU:

- Equipping the office (building furniture, IT equipment) consistent with expectations in the ProDoc;
- Staff security and safety procedures (UN Security course and GEF Executing Agency guidance);
- Develop in-house manuals and procedures;
- PCU training material and plan. Link the GEF Executing Agency and technical courses available;
- Templates for ToRs, reports and presentations should be designed to have a standard project appearance (including logos of all agencies and partners);
- The project website should be developed as soon as possible. Keep in mind that the wide range of stakeholders will use the website. GEF IW:LEARN offers advice and assistance in [developing IW project websites](#);
- The project will need to link with other ongoing regional and global projects, donors and stakeholders to develop synergies and share results. It is likely these links will have been highlighted in the ProDoc, but the project staff will need to review these and ensure there is an ongoing process to maintain links and to generate new project linkages;
- Confirm GEF Agency reporting requirements (including PIRs, Quarterly Reports,); and
- Confirm the GEF Executing Agency's financial reporting and management expectations and procedures.

## 2.2.2 Project Implementation Plan

The preparation of a detailed operational plan (especially for the first year's work) is essential. It is likely that several years will have passed since the conception of the project and the preparatory work of the Project Identification Form (PIF) that led to the ProDoc. There is a need to review these documents to ensure that the project logic is still correct (Note: changes to the ProDoc objectives and outcome are only permitted with GEF approval), to evaluate the outputs expected and to assess the M&E plan (specifically to assess the planned indicators), to establish the project baseline (against which progress will be monitored and reported), and to identify if the risk logic is appropriate.

The Inception Phase is an opportunity to undertake a "reality check" of the proposed work and to present the updated and confirmed approach (adaptive management) to project stakeholders and to seek approval of the work plan and budget from the first PSC.

Key points for consideration:

(1) M&E review and planning:

- Review indicators and means to record and report progress;
- Establish the baseline;
- PIR requirements;
- Midterm and terminal reviews and evaluations; and
- PSC

(2) Preparing the stakeholder engagement plan:

- Identify of stakeholders and relationships (building on the information in the ProDoc;
- Understand the needs and expectations of stakeholders; and
- Identify what information is required and when it is needed.

(3) Developing a communication plan:

- What will the project "communicate" to who, and why (link with information management plan)?
- Develop a project identity, website, standard templates/layout

(4) Developing an information management plan:

- What information will the project collect and how should this information be presented (link with stakeholder engagement plan)?
- How to record all information (link to web) and how to make it available (link to communication plan)

(5) Establishing mechanisms to track co-finance:

- Reconfirm the expected co-finance from partners. The ProDoc will have identified cash and in-kind contributions from a range of project partners (and these amounts will have been confirmed in writing by the partners in the project preparation;
- Develop a process to identify that the commitments made are realized and any new contributions are recorded. Progress on co-financing needs to be reported to the PSC.



(6) Preparation of a detailed work plan for year one (Project Implementation Plan): The PIP is a substantive part of the Project Inception Report and will be submitted for approval by the PSC. The PIP will cover in detail:

- All key activities expected in the first year (with an outline leading to future years);
- Clear assignment of responsibilities for all tasks and activities;
- A detailed timeline, indicating milestones and other deliverables expected in the first year;
- Expected meetings and reports etc.,;
- Links to the project budget.

(7) Detailed budget for year one: The ProDoc will have provided an overview of the budget against components and activities, but a key task for the PCU will be to transform this overview budget to a detailed operational budget and to review the planned expenditures for the first year. It is likely that in reviewing the work plan and priorities there will inevitably be a need to change budgets between expense headings and/or activities. Key points to consider include:

- What changes are permitted between different expense headings from the approved ProDoc and where approval for these changes have to be given (e.g. PSC, GEF agencies) - (references to limits may be specified in the ProDoc);
- Phasing of work and planned cash replenishments;
- Potential time-lags with any requests for budget changes and approval;
- Agreeing the level of detail for presentation to the PSC (keeping the balance between transparency and overloading participants with information detail).

(8) Miscellaneous

- Private sector linkages. These may have been identified in the ProDoc, however, it is beneficial to review the opportunities that exist to further expand private sector engagement. An important part of the PCU's role is to assist with gathering additional co-finance and means of sustaining project activities post-project;
- Ensure the mainstreaming of gender and climate change and variability issues are addressed within the project's activities;
- Development and implementation of legal agreements with project partners inline with the ProDoc and PIP (and subject to approval by the PSC). (Note: these agreements can often take more time than anticipated).

## 2.2.3 Inception Meeting / PSC / Project launch

The first PSC Meeting (sometimes linked with an Inception Meeting) is the first real challenge for the PCU. It is also the first opportunity to present the review of the Inception Phase and the detailed work plan for the first year.

In preparation for the PSC it is essential that key documents and reports are prepared sufficiently far in advance (ideally one month) to enable stakeholders and partners time to review and prepare for the meeting. Careful attention should be given to the planning of the PSC (location, duration and participation) and to a formal "Project Launch" to gain high level political support for the project.

Key points for consideration:

(1) Preparation for Inception Meeting / First PSC. It is the PCU's responsibility to organize the Inception Meeting and the first PSC.

In general, the Inception Meeting (or workshop) is an opportunity to present the technical elements and approaches of the project, to review the overall work plan, to confirm objectives, outcomes and goals of the project (as specified in the ProDoc) and to reaffirm the stakeholders who are involved (or should be involved) with the project.

The PSC is a formal body (usually defined in the ProDoc) that reviews the approach presented and confirms the work plan and budget (subject to GEF Agency agreement). The PCU (in conjunction with the GEF Implementing and Executing Agencies) should agree on whether these two meetings are better held independently or consecutively (usually the Inception Meeting proceeds the PSC for the formal endorsement of the work plan).

The PCU should prepare for these meetings by considering:

- Participants, location, date and duration of the meeting(s);
- Agenda for the meetings (including awareness on any controversial or contentious issues);
- Clarity on the role of the PCU (and its staff), the PSC, advisory groups etc;
- Internal clarity of the objectives of both meetings and what changes are likely to be requested (and what changes are possible/desirable respecting the project's goal and objectives);
- Funding/budget for the Inception Meeting/PSC, including clarity over who is supported (and who is not);
- Identification and preparation of material for the meetings (ToRs for PSC, background documents, handouts, PowerPoints, etc.,)

(2) Inception Report. The purpose of the Inception Report is to refine and update the approach presented in the Project Documentation and to present a detailed work plan (including budget) for the first years' activities. The Inception Report should strike a balance for being too comprehensive (trying to include too much) and being read by the main stakeholders of the project – including the PSC members.

The PCU should consider:

- The expected purpose of the Inception Report (for example, to update all stakeholders on the project purpose, activities and any revisions; to present the detailed year one work programme and budget; and to present any changes to the project baseline, etc.; and how it will be used operationally by the PCU);
- Inclusion of the detailed Project Implementation Plan and budget for the first year;
- Review (or update) of the project risks and mitigation measures;
- Proposed project approach to M&E;
- Indicators and project baseline to be used for monitoring progress.

(3) Inception Meeting. The purpose of the Inception Meeting (or workshop) is to present the goals, objective and approach of the project as agreed in the ProDoc together with any recommendations for revision (due, for example, to the time between project design and startup) to the stakeholders. This meeting should be carefully designed to focus the discussion on implementation rather than the original concept of the project, agreed to by the GEF and party countries. The PCU is responsible for organizing this meeting and should consider:

- Objective of the meeting;
- How the workshop participants (and their discussions) can assist with the project implementation;
- Agenda for the meeting (including format for any parallel discussions, workshop activities, etc.;
- Expected output(s) and delivery of conclusions to the PSC;
- Experiences from GEF IW Projects in conducting Inception Meetings can be found [here](#).

(4) First PSC. The first formal PSC will set the approach for the whole project, so it is important that this is carefully organized and managed. The PCU, together with the GEF implementing/executing and the countries will be responsible for coordinating the meeting. During the preparation for the PSC key issues will have been agreed [see above] including, location, duration, agenda, participation etc. It is typical for the PCU to act as the secretariat for the meeting. Consequentially, the PCU will be responsible for all logistics, smooth operation of the meeting and preparing the meeting minutes.

In addition it is likely that the PCU (at least the Project Manager) will have a very active role at this meeting, taking the lead in presenting the approach and explaining the work plan and budget.

In addition to the preparation activities, the PCU will need to address the following during the meeting;

- Formal acceptance of the Agenda;
- Appointment of the Chair for the meeting and the mechanism for sharing this responsibility across the countries/partners involved;
- Presentation of key aspects of the work plan, budget, project activities, M&E and reporting, etc;
- Confirming the Terms of Reference of the PSC;
- Preparation of the draft meeting minutes and revision following comments (with agreed deadlines for both draft and final minutes).

(5) Revisions to Inception Report and follow up plan: The final stage of the inception phase is the finalization of the draft Inception Report following the discussions / comments from the Inception Meeting (or Workshop) and the formal PSC endorsement of the work plan. The Inception Report will be the operational document which the PCU will follow for implementation in the first year and sets the path for the subsequent years of the project.

## 2.3 Project Implementation Phase

The Project Implementation Phase is the main body of the project. Following the PSC endorsement of the Project Implementation Plan (PIP) the PCU can begin project implementation. It is important that the project plan is kept "alive" through regular updating as the project progresses (responding to changes in priorities, requirements of the countries, impacts of other activities/projects etc).

The following checklist identifies the key activities expected during the implementation phase of the project.

Activity	GEF Implementing Agency	GEF Executive Agency	PCU	PSC	Countries
L = Lead; X = Involved					
Managing Project Activities					
Managing the Plan (Technical and Financial)		X	L	X	
Adding Partners / Co-Financing	X	X	L	X	
Managing Change (Adaptive Management)				L	
M&E Activities and Reporting					
Updating and Maintaining Indicators			L	X	
PSC				L	
PIR	X	X	L		
Planning MTE and TE	X	L	X		
Coordinating Evaluation Missions		X	L		X
Management Responses to Evaluation	X	L	X	X	
Stakeholders and Awareness Raising					
Maintaining the Web				L	
Stakeholder Engagement				L	
GEF IW:LEARN Experience Notes				L	
GEF IW Specific Activities					
TDA/SAP			L	X	X
Inter-Ministerial Coordination Committees			L	X	X
Gender			L		X
Climate Change			L		X
Forming Commission			L	X	X
Private Sector Engagement			L		
IW Conference			L		
Demonstration Projects					
Planning for Sustainability and Replication					
Planning Exit Strategy			L	X	X
Post-Project Indicators and Reporting	X		L		X

## 2.3.1 Managing project activities

Managing project activities encompasses the main job of the project management team—to manage the project and reflects the needs of both technical and financial management (this manual does not address this in detail as both are covered by other guides and Executing Agency requirements for financial reporting and management).

However it is likely that, under the project, certain challenges will be presented where the GEF is interested in specific elements of the general project management: specifically the identification and inclusion of additional partners (and the co-financing that they will hopefully bring) and on adaptive management, where the project responds to changes in conditions to ensure the objectives are met.

Issues that should be considered by the PCU are likely to include:

- Adding partners/co-financing. The addition of new partners and funding is a positive sign about the work of the project and interest in the region and on the issues. It is also an important aspect of the project's success that needs to be reported to interested parties (specifically the PSC, IAs/EAs and the GEF). The PCU should identify and record any additional contributions for presentation (and agreement) to the PSC. The PCU should also ensure that additional contributions are reported through the PIR process. (See [Co-financing](#)).
- Managing change (adaptive management). Changes to the project are inevitable and the role of adaptive management responses to changes in the project situation provide important lessons to other GEF IW projects and are specifically recorded by midterm and terminal evaluators. An important issue for the PCU is how these changes were made: what was the motivator for a change to the project (for example, currency exchange, rate fluctuations, failure of a demonstration project, extreme weather conditions, etc.)? It is important that the project has presented the need for change for approval by the PSC (or the GEF Implementing/Executing Agencies) and that this request is discussed, agreed on and documented to ensure a good audit trail of the decision making process. Adaptive management responses can be also seen at different levels of the project: for example, through pilot demonstration activities facing difficulties with local land owners over wetland restoration.

## 2.3.2 M&E activities and reporting

A considerable amount of the PCU's efforts are directed toward M&E activities and ensuring that the measurable achievements of the project are reported to donors and other stakeholders. Information on M&E is included in [Part Three](#) and [Part Four](#) of this manual, but it is expected that the Project Manager (and the PCU as a whole) will be familiar with the key elements of the M&E activities. These activities include:

- Updating and recording indicators;
- Use of the project results framework for reporting progress to the PSC and through the PIR;
- Reporting progress to the PSC;

- Understanding the importance of reporting through the PIR;
- Planning MTE and TE and coordinating evaluation missions (including briefing project stakeholders on the purpose, goal and outcomes of evaluations and their role in the process);
- Developing management responses to evaluation recommendations.

### 2.3.3 Stakeholder engagement and awareness raising

Stakeholders are the broad collective term for all those involved or impacted by the project. All projects require a good understanding of who the stakeholders are and what their needs and expectations are for the project. The ProDoc will have a preliminary analysis of the stakeholders but it is expected that this is kept under continuous review by the project. Again, all projects have an expectation that stakeholders will be actively involved in the project (with the PCU taking a leading role in ensuring this engagement) and that there is an increasing awareness amongst all stakeholders of the issues the project is addressing and the solutions being proposed or tested through project activities. (For more detailed information see [stakeholders](#)).

The PCU should consider the following in connection with stakeholders and increasing awareness of the project's activities.

- Who are the stakeholders? What do they expect? What do they need? A detailed analysis is required for most projects and is essential to undertaking a TDA. (See TDA/SAP Manual... [» GEF IW:LEARN manuals methodologies](#)).
- Understand the information needs of different stakeholder groups, and how this information is best conveyed;
- How can you keep stakeholders actively engaged in the project;
- Develop a means to assess how awareness has increased. This is key to most project results frameworks.

### 2.3.4 GEF IW Specific Activities

GEF IW Projects require common and specific activities. There are several cross-cutting issues that affect all IW projects. There is an expectation that projects will be scientifically and technical robust in both their design and execution: It will be important that the PCU maintains these standards and captures the lessons and experiences through GEF IW:LEARN and the GEF Biennial International Waters Conferences, demonstrating an important capacity building aspect to the projects in-country. IW projects should also be promoting improved awareness of gender-related issues in the development of the project's activities and addressing climate change concerns in their analyses, as well as any other critical situations such as pandemics.



Demonstration activities are a frequently used tool to test approaches (technical and policy-related) that are linked with capacity building both within countries and in transboundary situations. These are important tools to assist with "proof of concept" for ideas and to strengthen national and regional confidence in approaches promoted by the project.

These issues are normally incorporated in projects undertaking a TDA/SAP, which links technical and socio-economic analyses and issues with programmes to mitigate previous detrimental effects and/or promote alternative approaches to governance in IW. [Part Three](#) provides more detail on these topics.

Specifically the PCU is likely to be addressing issues associated with:

- [The TDA/SAP](#) [Methodology Manual] and management of the TDA/SAP process;
- [Gender mainstreaming](#) (best practices, expectations and why important);
- [Climate change and variability](#) (climate proofing activities);
- [Demonstration projects](#);
- [Inter-Ministerial Co-ordination Committees](#), inter-sectoral committees, establishing commissions, APEX bodies etc;
- [Private sector engagement](#);
- [Establishing commissions](#) as a legacy of the project's activities;
- Planning for [sustainability and replication](#); and
- Developing a [project exit strategy](#).

## 2.4 Project Closure

Ending activities is a key part of the overall GEF IW project and it often a challenge to the PCU staff faced with need to seek new opportunities. Ensuring that staff are available to close the project and to compile all the project outputs and to summarize achievements is key to demonstrating the successes of the GEF IW project.

The following checklist identifies the key activities that are expected at Project Closure.

Activity	GEF Implementing Agency	GEF Executive Agency	PCU	PSC	Countries
L = Lead; X = Involved					
Finishing All Reports		X	L	X	
Exit Strategy "Delivered"			L	X	
Terminal Evaluation		L	X	X	
Final Project Report		X	L	X	
Finalizing Website and handing over all Experience and Results Notes to GEF IW:LEARN			L		
Audits		X	L		
Final PSC	X	X		L	X

### 2.4.1 Finalizing all reports (project outputs)

It is important that all the main project outputs (including technical, progress reports and project information sheets, e.g. Experience Notes) are finalized and made available on the project website. This is clearly an important legacy of the GEF IW project's actions and will be an import resource for both the region and to other GEF IW projects. In addition the Terminal Evaluator will also need access to this material.

### 2.4.2 Exit Strategy

A component of the Project's activities is to assist the countries in identifying means to replicate and sustain the work of the GEF IW activities. This can be summarized in an 'exit strategy' which makes recommendations on sustainability/ replication and highlights a road-map for the countries (or a commission or similar body) on future priorities and can act as a precursor to any follow-on GEF supported activity. [Examples of **exit strategies** are presented in Part Four]

### 2.4.3 Terminal Evaluation

All GEF IW projects undergo a Terminal Evaluation (TE) to capture lessons and experiences and to validate the achievements and impacts made by the project. While the management and organization of the TE will be the responsibility of the Implementing or Executing Agency, it is usually expected that the PCU plays a proactive role in facilitating the work of the Terminal Evaluator, particularly in assisting with national and regional logistics for the mission and establishing contact and meetings with stakeholders. It is likely that the PCU (in consultation with the GEF Implementing and Executing Agencies) will also assist in briefing the PSC and other stakeholders on the purpose of the TE and the inputs that would be beneficial to the TE.

### 2.4.4 Final Project Report

It is usually expected that a final project report is prepared as a summary to guide stakeholders (including the GEF Implementing and Executing Agencies and the GEF) through the multitude of project outputs, and to present conclusions and recommendations for the future. The expectations for this final project report should be discussed with the PSC one year prior to the planned end of the project to enable sufficient time for report preparation for the final PSC.

### 2.4.5 Finalizing website and handing over all Experience and Results Notes to GEF IW:LEARN

At the end of the project the website should be "handed over" to GEF IW:LEARN for archiving to ensure sustainability of the information. The project has a final task of reviewing all material to ensure that the remaining material is relevant (for example, there are no "calls for tender" left on the web) and consideration is given on how "news" sections are left, that links are functional, and contact information is correct.

In addition all Experience Notes and Results Notes developed by the project should be submitted to GEF IW:LEARN for archiving.

### 2.4.6 Audits

The requirements for final financial audits will have been made explicit by the GEF Implementing and Executing Agencies. The Agencies will be the main sources of guidance on this activity.

### 2.4.7 Final PSC meeting

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The final PSC is an opportunity to highlight the achievements of the project and to demonstrate to all stakeholders the successes and lessons learned. It is also an opportunity for the project management team to present the final report, and progress against targets and other indicators from the project results framework. The final PSC meeting can also be linked to broader stakeholder meetings to highlight the successes of the project and celebrate the overall achievements.



## 3. GEF IW Project Management Topics

### 3.1 Monitoring and Evaluation

#### 3.1.1 Monitoring and Evaluation Plan

The Monitoring and Evaluation Plan (M&E Plan) is an integral part of project management and will be used to follow the progress and performance of the project activities. The M&E Plan is composed of two elements: (a) monitoring of progress; and (b) evaluation of performance and achievement. Both components may use the same set of performance and achievement indicators; however, each element uses a different set of tools and processes.

Monitoring is characterized by a more frequent set of activities, providing for timely reviews and quick assessments. Often, decision-making lies with the PCU. Evaluation, on the other hand, is performed at predetermined times, and decision-making is done at the highest project level, by the PSC.

A project monitoring and evaluation (administrative, technical and financial) includes quarterly and semi-annual progress reports; quarterly, and annual statements of expenditures, including co-financing and counterpart contributions; a midterm evaluation (MTE); and a terminal evaluation (TE). The MTE will be performed during the quarter immediately after the midterm point of project execution, regardless of the level of execution and disbursement. The purpose of this assessment is to identify corrective measures and/or changes to the intended work plan.

The Results Framework is the logical framework that was developed to define the structure of the project, the relationship between the components, and to connect components with activity-specific indicators to track process and achievements. Though the M&E Plan reflects the structure of the Results Framework, the M&E Plan is the tool used for quarterly, midterm and end-of-project monitoring and evaluation.

At a project's inception workshop, indicators, baseline information, and midterm and final targets will be reviewed, refined, and approved. During project implementation, the baseline values may be adjusted and new indicators and/or parameters may be revised and/or added. The M&E Plan is guided by the principles of accountability and transparency. These principles apply to both institutions and individuals.

### 3.1.2 The GEF IW M&E Requirements

At the project level, the GEF M&E policy has four objectives: (1) to monitor and evaluate results and impacts; (2) to provide a basis for decision making on necessary amendments and improvements; (3) to promote accountability for resource use; and (4) to document, provide feedback on and disseminate lessons learned.

A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project—e.g. periodic monitoring of indicators—or as specific time-bound exercises such as midterm reviews, audit reports and independent evaluations.

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

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

The GEF expects both the design of M&E and the implementation of M&E plans to meet specific minimum requirements. All projects and programs will include a concrete and fully budgeted M&E plan by the time of CEO endorsement for full-size projects and CEO approval for medium-size projects. Project logical frameworks should align, where appropriate, to the GEF's focal area results frameworks.

This M&E plan contains the following as a minimum:

- SMART indicators for results and implementation linked appropriately to the focal area results frameworks. Additional indicators that can deliver reliable and valid information to management may also be identified in the M&E plan;
- Baseline for the project or program, with a description of the problem to be addressed, with indicator data or, if major baseline indicators are not identified, an alternative plan for addressing this (by CEO endorsement);
- Identification of reviews and evaluations that will be undertaken, including midterm reviews and terminal evaluations;
- Organizational set-up and budgets for M&E.

The GEF requires a minimum application of M&E in project implementation plans. See [here](#) for more information.

Project management teams are expected to establish operational procedures to collect the SMART indicator information during the Inception Phase and to report to PSC, the GEF (through PIRs) on the progress of the project. As the project develops it may prove necessary to revise, eliminate or add indicators used for tracking progress. Through adaptive management concepts, this is encouraged, providing there is adequate approval of any changes via the PSC, for example.

### 3.1.3 Indicators

The M&E plan and the project logical framework are key components in the overall management of the project. Both require the application of SMART indicators that are routinely monitored by the project management team and used in reporting achievement (e.g. PIRs). Recognizing that project activity impacts may take many years, GEF IW utilizes a number of indicator types to enable an assessment of the progress toward project goals to be assessed before the expected impacts are visible.

These types of indicators are:

#### **Process indicators:**

Indicators which establish frameworks for improving transboundary environmental/water resources quality or quantity but do not in and of themselves deliver improved transboundary environmental/ water resources quality. For example:

- Multi-country agreement on transboundary priority concerns, impacts and causes;
- Multi-country agreement on governance reforms and investments to address priority transboundary concerns;



- Effective national Inter-ministry Coordination;
- Stakeholder involvement in transboundary waterbody priority setting and strategic planning;
- Multi-country waterbody legal framework adopted and/or strengthened;
- Newly established and/or strengthened (existing) transboundary waters institutions;
- Financial sustainability of joint transboundary waters institutions;
- Adoption of national and regional legal, policy and institutional reforms that address priority transboundary concerns.

### **Stress Reduction Indicators:**

Indicators which characterize specific reductions in environmental stress on shared water bodies, e.g. reduction in pollutant releases, more sustainable fishing levels and/or practices, improved freshwater flows, reduced introduction of invasive species, increased habitat restoration or protection, etc. Stress Reduction indicators should be reported against baseline year/level. For example:

- Pilot/demo projects demonstrate stress reduction measures on initial priority concerns;
- Stress on waterbody reduced through completion of investment or demo;
- Stress reduction investments or demos being replicated.

### **Environmental/Water Resources & Socioeconomic Status Indicators:**

These indicators provide evidence for the environmental or water resource status of shared waterbodies. They are usually "static" snapshots of environmental, water resource or socioeconomic conditions at a given point in time so, like Stress Reduction, are usually reported against a baseline year and level to show change/improvement.

## **3.1.4 Establishing project baselines**

All projects need an agreed baseline against which progress and performance will be assessed. It is essential that projects reassess the baseline that was identified in the ProDoc and, where necessary, revise this against any changes between the drafting of the ProDoc and the start of the project. The revised baseline should be presented at the Inception Meeting/first PSC for approval. Some indicators required by the baseline may need further studies to assess the current level and these should also be reported to the PSC with a clear plan of work for how the information will be collected and when it will be reported.

Any approved revisions in baseline should also be reflected in the Project Results Framework (Logical Framework), together with a record of the change and approval process, as a formal record for the midterm and terminal assessments.



### 3.1.5 Project Result Framework (Logical Framework)

All GEF IW projects have an approved Project Results Framework endorsed by the GEF CEO. This is a key project document. The Framework is an integral component of the overall M&E system and should be integrated into the routine management of the project's activities.

During the Inception Phase the project management team (together with appropriate project stakeholders) should perform a reassessment of the full Framework (in conjunction with an assessment of all the indicators and the project baseline). Any changes to the Project Logical Framework can be recommended for approval to the PSC, providing that these changes do not impact the goal, objective or outcomes expected. Any modifications that result in changes to these project parameters will necessitate a resubmission of the ProDoc to the GEF SEC for approval.

As the project progresses it may be necessary for the project to make further adjustments to the Project Logical Framework that reflect the evolving project situation and follows appropriate adaptive management changes to the overall project. For more information see [here](#).

A	PROCESS Indicators	What Should Be Reported/Explanation
1	Regional legal agreements and cooperation frameworks	Establishing the status of any regional agreements on international water management/protection of resources. The indicator records a range in agreement status from "no agreement" through to "agreement ratified". Agreements include international conventions (e.g. Danube Convention, Cartagena Convention), regional co-operation and bilateral agreements
2	Regional management institutions (RMI)	RMIs relate to the joint management institutions responsible for shared water bodies (e.g. Mekong Commission, Amazon Commission, Black Sea Commission, etc.). This indicator assesses the level of operational functionality of the RMI through national financial contributions to maintain the RMI.
3	Management measures in ABNJ incorporated in Global/Regional Management Organizations (RMI) institutional/ management frameworks	This indicator assesses if agreed management measures to protect ABNJs (e.g. fisheries policies) have been incorporated within the agreed RMI frameworks.
4	National Inter-Ministry Committees (IMCs)	Within countries the establishment of an IMC (or inter-sectoral committee) is an important indicator for showing good integration of policies and management. This indicator assess the level of IMC co-operation within a region by establishing the %age of countries within a regional project with established and functional IMCs, and whether these IMCs are formalized through any national legal arrangements.
5	National/local reforms	Since the baseline was established for the project have there been any national or local reforms (policies, institutions, etc.) that have occurred.
6	Transboundary Diagnostic Analysis (TDA): Agreement on transboundary priorities and root causes	The TDA is an integral element of the SAP process and this indicator reports the progress towards defining and agreeing the key elements in a TDA (e.g. identification of priority TB issues, root causes etc).

7	Revised Transboundary Diagnostic Analysis (TDA)/ Strategic Action Program (SAP) including Climatic Variability and Change considerations	Have existing TDA/SAPs been updated to address potential climate change/variability factors
8	TDA based on multi-national, interdisciplinary technical and scientific (MNITS) activities	This indicator is to establish whether the development of the TDA (as part of a TDA/SAP process) has included a broad multi-disciplinary approach involving expertise in scientific/technical disciplines as well as socio-economic considerations.
9	Development of Strategic Action Programme (SAP)	This indicator reports on whether the project/region has developed and adopted a regional SAP and if the SAP priorities are reflected in agreed National Action Plans.
10	Proportion of Countries that have adopted the SAP	This reports the proportion of countries that have formally approved and adopted the SAP. Ideally this adoption is at the highest level possible within national administrations.
11	Proportion of countries that are implementing specific measures from the SAP (i.e. adopted national policies, laws, budgeted plans)	From the agreed SAP how many countries are implementing all or some of the measures identified? This indicators is looking for practical steps to address the root causes through the SAP with changes of policies, strengthening national institutions, enforcement etc. with a identified (and budgeted) resources.
12	Incorporation of (SAP, etc.) priorities with clear commitments and time frames into CAS, PRSPs, UN Frameworks, UNDAF, key agency strategic documents including financial commitments and time frames, etc	This indicator is seeking information of the incorporation of key outputs from the SAP (for example) into UN (and other) strategies for the region and if there are clear financial commitments to resources these.

B	STRESS Indicators	What Should Be Reported/Explanation
13	Are there mechanisms in place to produce a monitoring report on stress reduction measures?	This indicator establishes if the project (or other body) has a means to record the regional implementation of stress reduction measures (including means to quantify the stress reduction, e.g. in terms of kg/N reduced per year) and if this monitoring is sustainable post-project to assess longer-term implementation of measures.
14	Stress reduction measurements incorporated by project under management:	<p>Management Mechanisms related to four different water types/resources are of interest to this indicator:</p> <ol style="list-style-type: none"> <li>1) Integrated Water/River Resource Management (Watershed, lakes, aquifers)</li> <li>2) Integrated Coastal Management (Coast)</li> <li>3) Marine Spatial Planning (Marine)</li> <li>4) Marine Protected areas (Fisheries/ABNJ)</li> </ol> <p>Projects should report against one of these types all the SR measurements that are being recorded by the project. For example: Protected areas (out of a total area); fishing vessels monitored for correct gear (out of total fleet); reduction of abstractions volume (for example, for irrigation) through implementing drip-irrigation out of total abstraction volume, etc.</p>

15	Please specify the types of Technologies and measures implemented in local demonstrations and investments:	<p>For different investments funded (or catalyzed) by the project this indicator is requesting quantifiable information on the stress reduction under specific investment types. This is one of key importance to be able to demonstrate to the GEF (and their donors) the achievement of the project's activities.</p> <p>1-municipal wastewater pollution reduction (N, P &amp; BOD reduced in kg/yr)  2-industrial wastewater pollution reduction (pollutant reduced in kg/yr)  3-agriculture pollution reduction practices (e.g. ha under BAP, reduction of N/P per yr)  4-restored habitat (including wetlands) - (e.g. ha or restored habitat – ha)  5-conserved/protected wetland, MPAs, and fish refugia habitat (ha)  6-reduced fishing pressure (e.g. tonnes/yr reduction; % reduction in fleet size)  7-improved use of fish gear/techniques (e.g. % vessels applying improved gear/techniques)  8-water use efficiency measures (e.g. m<sup>3</sup>/yr saved)  9-Improved irrigation practices (e.g. m<sup>3</sup>/ha/yr water saved)  10-Alternative livelihoods introduced (Number of people provided alternative livelihoods)  11-Catchment protection measures (e.g. ha under improved catchment management)  12-Aquifer pumping reduction (e.g. m<sup>3</sup> water saved /yr)  13-Aquifer recharge area protection (e.g. ha protected)  14-Pollution reduction to aquifers (e.g. kg/ha/yr)  16-Invasive species reduction (e.g. ha and/or number of targeted area)  17 – other – key investments that have led to stress reduction within the project area</p>
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C	WATER, ENVIRONMENTAL AND SOCIOECONOMIC STATUS Indicators	What Should Be Reported/Explanation
16	Are there mechanisms and project indicators in place to monitor the environmental and socioeconomic status of the waterbody?	This reports on the projects mechanisms to record changes to both environmental status and socio-economic status and whether these mechanisms are sustainable post-project to enable the long-term impacts of the project to be assessed.

D	GEF IW:LEARN Indicators	What Should Be Reported/Explanation
17	Participation in IW events (GEF IWC, IW:LEARN regional workshops and other activities)	This indicator is to assess the active involvement by the project (staff and stakeholders) in GEF IW events and in IW communities of practice and assists in assessing the interactions projects have with the wider IW community.
18	Project website (according to GEF IW:LEARN guidelines)	This indicator is designed to assess if the project's website or webpage conforms to the expectations of the GEF (and GEF IW:LEARN guidance) and is regularly (at least once a month) updated.
19	Submission of Experience Notes and Results Notes	This indicator is to assess the active development and submission of these knowledge products

## 3.2 GEF IW Financial Considerations

### 3.2.1 Co-financing

GEF IW projects are designed to utilize GEF funds to catalyze other sources of funding (national, private-sector, bilateral and multilateral donors). Without this co-financing the full scope of the GEF IW projects would not be achievable. It is essential to the project reporting (e.g. PIRs) that careful assessments of both committed co-financing and new sources are made by the project. It is likely that the project will need to provide some guidance to countries to harmonize the approaches used for reporting both in-kind and cash co-financing.

Project management teams should also distinguish between co-financing that is clearly linked to the project's goal, objective and outcome, and parallel funding to related initiatives but for which the project (or more correctly, the PSC) does not have any direct influence.

Co-finance for GEF projects is important because it:

- expands the resources available to finance environmental objectives;
- is a key indicator of the strength of the commitment of the counterparts and beneficiaries, and to Implementing and Executing Agencies to those projects; and
- helps ensure the success and local acceptance of those projects by linking them to sustainable development, and thereby maximizes and sustains their impacts.

### 3.2.2 GEF Agency fees

The project management team should be familiar with GEF Agency fee amounts and approaches. This will help in explaining to project stakeholders the purpose of these fees and how they are used by the Agencies.

### 3.2.3 Project management costs

GEF IW projects are capped at 5% (GEF-7) with regard to the level of funding associated with the project management. While this is inevitably a challenge for project management staff to execute complex programmes often over a wide

geographical region, it is important that this figure is adhered to as presented in the approved ProDoc. The funds associated with project management should be targeted specifically at those actions that are linked to this activity and project management activities that are more closely aligned with technical activities or supervision should be allocated to those respective programmatic components.

### 3.2.4 Changes to project budgets

All changes to the project budget need to be agreed by the PSC and approved by the GEF Agencies involved. Prior to any considerations for requesting changes, the project management team should assess the scale of any change to budget headings and if these changes are likely to have an impact on the expected goal, objective or outcomes of the project. If so, then these changes will need to be considered by the GEF.

## 3.3 Stakeholders: Identification and Engagement

Stakeholders are any party who may—directly or indirectly, positively or negatively—affect or be affected by the outcomes of projects or programs.



*Mary Matthews, UNDP-GEF Kura-Aras River Basin Project, provides an introduction to the topic of stakeholder engagement in the implementation of GEF International waters projects.*

[Youtube](#)

Participation can be defined as the process through which people with an interest (stakeholders) influence and share control over development initiatives and the decisions and resources that affect them.

In practice, stakeholder engagement involves employing measures to:

- Identify relevant stakeholders;
- Share information with them;
- Listen to their views;
- Involve them in processes of development planning and decision-making;
- Contribute to their capacity-building; and
- Empower them to initiate, manage and control their own self-development.

A stakeholder is someone who is interested party based on their social professional or academic interests. The public is a wider range everyone is a member of the public they are the wide range of people both impacting and impacted by water management issues.

Stakeholder categories can be broken down into competent authorities who are professionals dealing with water management and those that have the authority to deal with water management issues. It is important in integrated water resource management and integrating coastal zone management to look at all of the different bodies who are competent authorities dealing with water management issues. This can include ministries of economics, trade, environment, water and irrigation, fisheries, natural resources, health, transportation, regional development, and foreign affairs. All of these ministries need to be involved as stakeholders in the transboundary water management.

Large marine ecosystems and regional seas stakeholders who are competent authorities may also include Port Authority, fisheries management agencies, environment agencies, and international commissions, and other organizations who have the authority to manage and oversee these bodies of water. Other stakeholders include civil society representatives, academics and researchers, impacted stakeholders, businesses, farmers, fishermen, water user associations, agricultural interests and even the environment can be considered a stakeholder.

Stakeholder involvement and public awareness are both very important factors, and successful transboundary water management with a high-level of stakeholder involvement is critical for ownership of the project outcomes and for the long-term management for the project. Involving stakeholders very early in the project process is critical to making sure client needs that you service are being met.

Involving stakeholders early on in project implementation can be done through a stakeholder analysis. A stakeholder analysis involves systematically asking stakeholders what their needs are to understand their perceptions about the issues the project is addressing. A trained social scientist could be utilized to develop a methodology and conduct the analysis. It is critical to ensure the analysis is impartial. More information on stakeholder analysis is available in the

[TDA/SAP Manual](#)  
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### 3.3.1 Stakeholder involvement after the stakeholder analysis

Once you have an idea of who your stakeholders are, what levels of authority they have, and what their interests are, you can map their interests out for review. This can help you to define where there are conflicts of interest among stakeholder groups. Conflicts must be addressed in the stakeholder involvement process. This mapping information may not be best presented to the wider audience but will be useful for forming your stakeholder engagement plan, and mapping your progress on the project.

There are three main levels of stakeholder engagement:

- The most basic level is information you provide to the stakeholders to tell them about what the project is doing. This is unidirectional and is a very minimum requirement;
- The next level is consultation with stakeholders. You and your staff meet with stakeholders to tell them about what you are doing and consider their feedback for future project processes; and
- The highest level is full engagement. In full engagement the stakeholders are actively involved in developing the project and the rules for implementation. The full engagement of stakeholders is ideal.

Informing stakeholders can be done through newsletters, emails, web pages, social media and other media outlets. Be sensitive to the media outlets and languages your information is presented. You want to give clear, concise and meaningful information to your stakeholders about what you were doing. Avoid technical jargon. Instead relate what is important to stakeholders and why they should be interested. Further, provide them with information on how they can become more involved. This links closely to public awareness.

In an advanced level of stakeholder involvement, meetings can be held, one-one-one or in a forum setting.

Stakeholder involvement at this level requires an active effort that is worth pursuing for your project because it not only helps stakeholders understand what you are doing, it also provides an opportunity for you to learn from them. (i.e., an NGO forum where NGOs are brought together from different countries and different focal area. The objective of an NGO forum can be for the NGOs provide feedback on your project as well as suggestions for how to improve aspects of it. An NGO forum enables civil society members from different countries and with different focuses to meet one another to address common themes).

When working with NGOs you must:

- Be very careful to manage the expectations of the NGOs regarding their involvement in the project.
- Be sensitive to the relationship between the NGOs and the competent authorities that can sometimes be tricky and warrants your attention.
- Be aware of the difference between an NGO that functions as a nongovernmental body and NGOs the function as consulting organizations and civil society at the same time



Also be aware of stakeholder impressions of NGOs and NGOs impressions of one another. This can impact dynamics for civil society involvement. In areas with more advanced or develop civil society involvement an NGO forum can play a critical role in helping to develop and implement project activities. For example, NGO Forum representatives could serve as observers or members of the PSC.

A stakeholder advisory group is often a very useful tool for full stakeholder engagement in the project. It is important to be selective and yet open with the stakeholders you working with. Be sensitive to inter-ministerial tensions as well as personal level of authority and responsibility. A stakeholder advisory group can provide input and increase ownership of the project processes. A stakeholder advisory group can also be critical to the formation of your National Action Plan (NAP) and your Strategic Action Programme (SAP).

Work with your focal point to select people from various ministries who can provide an active input into your project. You want people who have a firm knowledge base as well as a high-level of interest. Ideally you want current and future decision makers. Higher-level decision-makers are often very short of time. Often these people can identify someone below them who has great potential to work on their behalf. When recruiting for your stakeholder advisory group be sure that any authority above them acknowledges and agrees to their participation.

### 3.3.2 Public Awareness

Public awareness involves educating the public about an issue, why it is important to them and how they can take steps to address it.

A social Marketing campaign that can present information clearly, quickly and often with humor is empowering to the public and stakeholders. It is important to avoid making judgments or being preachy in a social marketing campaign. There are some good examples of social marketing campaigns and IW (i.e., the South Pacific islands and the Black Sea). FAO has a food and water use program that has an excellent social media campaign. Other very useful tools for public awareness raising include short films and documentaries. These can be made by locals and edited with the support of a trained professional.

Educating the public is a very important aspect of public awareness. This can also be challenging. It is worthwhile to hire a professional stakeholder involvement expert and a public awareness expert who can teach the public about what your project is doing.

One popular method to reach the public is to focus on children, who will learn about various project issues within the school curriculum, and subsequently share what they have learned with their parents. In many countries there is a new life for environmental education and schools are eager to have curriculum materials and information. Importantly, the developed curriculum must not be taken from somewhere else. It must suit specific project issues and needs and be mindful of the cultural sensitivities in the countries you are working in. Where possible, make the curriculum interactive and let the kids get their hands dirty (sample and explore)— children learn best by doing.

When possible link with other projects in your area that are focusing on education curriculum development, public health, gender, socioeconomic development and issues that are directly related to your project. This will build important linkages for your project, and help distribute the increased understanding of the issues that is critical for good public involvement. Further information can be found <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Handbook%20on%20Stakeholder%20Consultation.pdf> and [here](#).



## 3.4 Project Steering Committees

GEF IW project experiences on PSCs are available [here](#) and examples of ToRs for PSC meetings [here](#).

The PSC is the main oversight and decision making body within the project. Typically the PSC includes government representatives, donors, regional NGOs and GEF Agencies, with the PCU acting as the secretariat. The members of the PSC are usually identified in the ProDoc or in the project Startup Phase and a draft ToR presented to the first PSC for approval.

The PSC would be expected to:

- Approve project outputs (e.g. reports, TDAs, SAPs, website, etc.);
- Approve the project budget for the coming year(s), subject to subsequent agreement with the GEF Agencies;
- Accept/comment on project expenditure for prior years;
- Agree to changes to the project budget (again subject to the conditions of the GEF Grant and the requirements of the GEF Agencies);
- Agree to modifications to the Project Logical Framework;
- Approve the project's M&E reports on project performance (and to take note of progress with respect to project indicators);
- Agree on project communications and other publicity-related activities;
- Endorse the final outputs of the project; and
- Facilitate national discussions on action plans and the formation of inter-ministerial committees.

## 3.5 Experience with Transboundary Commissions



*Nico Willemse, Project Manager of the Benguela Current Large Marine Ecosystem (UNDP-GEF), provides some lessons on developing a transboundary basin commission.*

[Youtube](#)

## 3.6 Inter-Ministerial Committees and Commissions

GEF IW project experiences in inter-ministerial committees and commissions is available [here](#).

Responsibilities for water resources development and management are often fragmented over many sectors. Solutions should be cross-cutting throughout the decision-making process in different sectors and at different levels.

GWP describes such IMC committees as [Apex bodies](#). Apex bodies consist of a range of entities such as high level steering groups within national governments, inter-agency task forces (for specific purposes e.g. water pollution control), and international consortia for the management of water resources. The aim of such bodies is to provide structures for coordination among different organizations involved in water resource management. In some cases water policy and management is centred in a specific body of government but in many situations responsibility for water is shared between a number of bodies (e.g. ministries for irrigation, environment and public works) that may not be able to operate easily together. Here an apex body may provide a useful coordinating function.

The functions of these bodies vary considerably. As many governments endorse and seek to use IWRM, the intended outcomes include:

- Improved coordination of government functions through integrated plans of action;
- Structural change within government agencies to facilitate better coordination; and
- Creation of new departments or commissions and authorities for natural resources management, aligned to river basins and/or ecological zones.

The role of an apex body depends on the economic, social and encompassing political issues, even more than on the technical IWRM issues.

The International Commission for the Protection of the Danube River has established guidance and [FAQs](#) on commissions.

## 3.7 Information Management

GEF IW project experiences on Information Management can be found [here](#).

GEF IW projects will deliver much information in the course of their implementation. Ensuring that this information is accessible and usable to a wide stakeholder audience is essential. Developing an appropriate information strategy during the project inception phase is critical and should link the needs of the project partners (and other stakeholders) with a wider communication strategy to further disseminate the successes of the project.

GEF IW projects are expected to develop (and maintain) active websites. IW:LEARN has a [toolkit](#) to advise projects on both managing project information and ensuring it reaches a wide audience.

## 3.8 Communications Strategy and Outreach

GEF IW project experiences on communication can be found [here](#).

Strategic communication can be used to raise awareness on environmental issues and even help to reduce the damaging behaviours that impact on the health of our shared water systems. Unfortunately, many of our efforts to communicate scientific ideas or project approaches to the public or politicians via websites, brochures or newsletters, often fail to achieve real change in behaviours or environmental health indicators.

In order to improve the management of watersheds and coastal areas we have to provide the public, opinion leaders, and decision-makers with clear and compelling reasons to act. Strategic communications can encompass a range of different techniques, such as the media, public relations, advertising, advocacy, community-based theatre, social media and social marketing. If used in a strategic way these different techniques can help to raise awareness of issues, change public attitudes or advocate for the introduction of other behaviour change tools, such as new legislation, regulations, incentives, or penalties.

The most successful strategic communication programs make carefully considered decisions about the audiences they target, the actions they want to influence, the messages they provide, and the way that their communication effort is integrated with other services and tools. In a nutshell successful strategic communication programs get the right message, in the right medium, delivered by the right messengers, to the right audience.

In order to have the greatest chance of achieving real success, any strategic communication program must have:

- Clear, measurable objectives – including a clear call to action
- Good knowledge of the audience you are trying to reach and what will motivate them to act
- Compelling messages that connect with your target audience
- Direct services or other tools that make it easier for people to act in new ways.

Strategic communications planning can help the managers of environmental projects to focus their limited resources on changing those specific behaviours that have the biggest impact on the problem but are also the easiest to influence. To help achieve sustainable environmental results most projects will need to gain the support of those key politicians and decision-makers responsible for allocating resources and passing or changing laws. The following examples highlight the importance of combining clear measurable objectives with thorough understanding of target audiences and the new behaviours you want them to adopt.

### 3.8.1 Increasing recycling in the Pacific Atoll Nation of Kiribati

In the South Pacific Island nation of Kiribati the GEF and the UNDP were among several partners that helped to support the development of a self-funded recycling system for cans, plastic bottles and lead acid batteries. Prior to this project many villages in the capital atoll of South Tarawa were virtually drowning in their own rubbish. From 2004-2006 the project used a number of high profile communications activities to convince public and the government to bring in a new container deposit scheme. This new legislation created a simple economic incentive by adding a small levy on the import of the main problem litter items, thereby enabling a refund to be paid out when these items are returned to recycling collection points. This new system has also worked to overcome the tyranny of distance by creating a commercially viable business that now collects and ships all this recovered material to recycling facilities in Australia. For more information see [here](#).

### 3.8.2 Increasing the sustainable management of swordfish in the Atlantic

In the US the goal of the "Give Swordfish a Break" campaign was to strengthen fisheries management by directly influencing the U.S. Secretary of Commerce. In order to achieve this goal, SeaWeb and the Natural Resources Defence Council, decided the campaign should target those celebrity chefs that regularly appeared in the media. By taking this focused approach the campaign managed to convince more than 750 chefs to not serve swordfish. In the process this captured the attention of the press, and, ultimately, of the Secretary of Commerce. The campaign ended

successfully in August 2000 when the U.S. government closed nursery areas in U.S. waters and the International Commission for the Conservation of Atlantic Tuna (ICCAT) implemented international quota restrictions. By the end of 2002 North Atlantic swordfish had recovered to 94% of levels considered healthy according to a report issued by the scientific arm of the International Commission for the Conservation of Atlantic Tuna. For more information see [here](#).

### 3.8.3 Increasing purchase of phosphate-free detergents in Sarajevo

In Sarajevo, a GEF Small Grant Program project supported the NGO Ekotim to raise awareness among consumers about the links between their detergent use and water pollution from phosphates. The city's treatment facility had been destroyed during the war and untreated residential and industrial wastewater was pouring straight into the Miljacka River which feeds into the Danube. Ekotim's "No FOSFOS" campaign helped 200,000 Sarajevo consumers to understand the links between their detergent use and water pollution. As a result of the campaign a Bosnian company developed a new line of phosphate-free detergents, and post-campaign testing of city wastewater showed the campaign reduced total phosphorus discharge to the river from 310 to 245 kg per day.

### 3.8.4 Communications strategy of the Kenya Coastal Development Project



*Francis Mutuku, Project Manager of the IBRD-GEF Kenya Coastal Development project, provides some points for consideration on communications strategy in the context of implementing GEF International waters projects.*

[Youtube](#)

### 3.8.5 Reduce nitrogen pollution from agricultural activities in Romania

This GEF/World Bank project supported the introduction of manure management and other environmentally friendly agricultural practices across an area of 410,000 ha of arable land bordering the Danube. Before the project, manure had no perceived value among farmers and it was often simply left to wash away by itself. Also, due to a lack of proper manure storage facilities that the community could share, many farmers had no alternative but to dump their waste on unauthorized dumping sites that were prone to leakage. The GEF project helped to convince farmers of the financial and agricultural value of using organic manure instead of applying inorganic fertilizer. It also introduced a mandatory system for farmers to store their manure at communal sites. Thanks to the project, the area achieved a 15% reduction in nitrogen and a 27% reduction in phosphorous entering the Danube. The land area covered by environmentally friendly practices increased from a baseline of zero to almost 35% and the amount of manure being applied as fertilizer increased from 2% to 34%. The Romanian Government has now taken a \$68.1 million loan from the World Bank to scale up this best practice to reduce nutrient levels in 86 vulnerable sites across the country. The Government believes it is highly likely that the scaling up will be successful because neighbouring farmers have already asked for similar interventions based on the benefits they have seen delivered by the Calarasi pilot.

### 3.8.6 Improving the community management of coastal fisheries in Vanuatu

In a GEF funded International Waters project on the Vanuatu island of Malekula, strategic communications helped to achieve an increase in land crab resources from 100 juveniles per hectare in 2003 to 500 per hectare in 2005. Thirty community facilitators were trained in management approaches that helped them to understand the root cause of the decline in crab numbers and then to develop their own management solutions. Community baseline survey work helped them to determine new harvesting rules and to protect the mangrove habitat from the impact of firewood collection. In order to reach the wider community the facilitators worked with the Wan Smolbag theatre company to develop a community drama to promote specific actions to manage the land crab resource. A video documentary on the development of this community drama was also produced and screened for the local community and broadcast on national TV. The community was encouraged to develop its own communications messages, tools, and "Champions". By selecting the land crabs as a "signal" resource, the project has paved the way for the Vanuatu Government to improve the management of other coastal fisheries resources.

Further information can be found on the GEF website. See the [GEF Communications and Outreach Strategy](#).



## 3.9 Gender Mainstreaming

GEF IW project experiences of gender mainstreaming can be found [here](#).

"Gender mainstreaming" was defined by the United Nations Economic and Social Council in 1997 as "a strategy for making women's as well as men's concerns and experiences an integral dimension of...the policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated."

The relative status of men and women—the interaction between gender and race, class and ethnicity and questions of rights, control, ownership, power and voice—all have a critical impact on the success and sustainability of every development intervention.

In practice, gender mainstreaming means identifying gaps in gender equality. The problem areas include the development of accountability mechanisms; allocation of sufficient resources; attention to gender equality; targeting not just "soft" areas for gender mainstreaming (such as health and education), but also supposedly "gender-neutral" areas, such as infrastructure development and economic policies; and strong political commitment and will.

All project should be sure to have awareness of gender issues in water management. Gender issues are not just women's' issues, but how different gender roles influence different approaches to uses and management of water resources. Failure to consider this can mean missing significant parts of the improved management puzzle, and not addressing important issues which impact one group of society more than others. The inclusion of both male and female gender roles in your project can enhance the success of your project activities.

Gender mainstreaming must include gender as a variable within the stakeholder analysis, within stakeholder advisory groups, and being sure that both genders are aware of the contribution both make to water management. In cases of traditional cultures in which men and women's roles vary significantly, respect for those differences is important. There are often advantages to having a gender expert involved in your project to help navigate the sensitivities and to build a stronger project that is inclusive of all stakeholder groups.

Further information can be found at the [GEF IW:LEARN Gender Hub](#)  
[UNDP Gender Mainstreaming Training Manual](#)  
[CapNet Gender Mainstreaming in International Waters](#).

## 3.10 Private Sector Engagement

GEF IW project experiences on private sector engagement can be found [here](#).

GEF IW Project Managers should engage private sector organizations (companies, non-governmental organizations and private foundations) as a key element of their replication, sustainability and co-finance strategies. Starting a public-private partnership is not easy. It will take more time, effort and funding than you think. However, together government, not-for-profits, foundations and companies can accomplish much more than they ever can independently.



You advance and align business, environmental and social objectives by learning first about the drivers of the business. Most businesses approach the environment through the lens of risk. How does the availability of natural resources impact their business?

GEF IW projects are well positioned to offer shared value through shared problem solving to meet business and environmental priorities in communities where the project and organizations work.

### 3.10.1 Potential barriers

There are several barriers to establishing a successful partnership including institutional and cultural issues, apportionment of long-term risk, public and political objections and time, effort and funding to finalize.

### 3.10.2 Highlighted steps to start a public-private partnership

The key pathway for GEF Project Managers to start a public-private partnership includes:

- Identify project objectives and rationale for potential collaborations;
- Identify private sector companies, NGOs and foundations with operations and/or priorities in your project's region;
- Identify project resource requirements, capacity needs and how private sector or other organizations can help fill these gaps; and
- Engage key potential partners that are strategic and will assist the project in meeting its goals and outcomes, including cultural fit, meeting user needs and reducing private sector risks to resource mismanagement

### 3.10.3 Lessons learned

Most often private sector companies indicate the need for GEF projects to offer "business relevant" benefits and outcomes. GEF Project Managers call for the identification of case studies and lessons to assist GEF projects in consistent private sector engagement.

The following are key lessons learned that GEF Project Managers might utilize in developing public-private partnerships:

- Private sector involvement in regions and watersheds where companies have operations can add value to the GEF's actions and at the same time reduce the real risk local communities and businesses face if water resources are not protected. The value proposition is to reduce the costs associated with risk exposure and engage communities regarding how they will benefit from improved water stewardship;
- Companies and the GEF need internal champions to get buy-in and begin a dialogue;
- The need to further advance partner integration beyond sponsorships, or simply writing checks to support "public" programs. True long-term partnerships and commitments are needed. The strengths and ingenuity of the private sector should be harnessed to increase the value of the partnership beyond simply sponsorship;
- Public-private partnerships are well positioned to add value by helping companies achieve corporate environmental performance targets;
- Leveraging and influencing the supply chain can broaden impact and engagement;
- Partnerships must maximize the political and economic situation in each region;
- A project can attract the private sector through researching company interests, CSR, corporate goals, and objectives;
- The notion of "shared problem solving" ensures buy-in and cooperative partnerships.

### 3.10.4 Current success and practices

The following examples illustrate best practices and lessons learned in partnership development from current GEF IW projects:

- The GloBallast Partnerships developed a flexible industry fund (Global Industry Alliance Fund) to promote improved environmental and sustainable performance by funding training, technical assistance, technology development and technology standards. The fund is an annual subscription model. IMO acts as the fiduciary only and GloBallast Partnerships support the execution of activities decided by the GIA Task Force. Industry, through the GIA task Force, is responsible for making the annual decisions regarding how to spend the money. Companies can enter and exit the partnership and contribute to the fund as they please on an annual basis. The aim is to build a partnership for shared problem solving, rather than just mobilizing resources.
- The Yellow Sea LME project spent a lot of time in engaging NGOs and the private sector to organize coalitions. The Yellow Sea LME developed a small grant program (15 to 16 small grants) of \$10,000 USD each to assess mariculture techniques and help companies apply to be a sea grass protected area. The grants provided seed funding. They identified key experts and prepare documents with support from the project. In addition, the YSLME project partnered with a seafood production company that imports raw material to produce dry shrimp and products to sell to Japan and Korea, to protect one island in the Yellow Sea, which is a native sea cucumber area. The company provided the necessary financial resources and the YSLME project provided technical support. This kind of partnership can be replicated once a key risk to the company and its communities is identified and joint solution developed by the project in cooperation with the private sector.

For more information see the [GEF Strategy for Private Sector Engagement](#).

## 3.11 Climate Change

Beginning with the GEF5 Strategy, all IW projects must take climate change and variability into account in the design and implementation of projects. For this reason, please see the marine and freshwater [Manual on Mainstreaming Climate Change and Variability](#) for detailed information on what projects should take into account at each stage of their projects.

GEF IW project experiences involving climate change considerations can be found [here](#).

## 3.12 TDA/SAP Management

GEF IW guidance on TDA and SAP has been prepared by GEF IW:LEARN and is available [here](#). GEF IW project experience on the management of the TDA/SAP process can be found [here](#) with examples of ToRs used by IW projects [here](#).

Developing and then implementing a Strategic Action Programme (SAP) is an objective of many GEF IW Projects. The SAP is a key document that, once endorsed by national governments, can lead to real transformational change of water/environment governance and, through implementation of practical actions (e.g. wastewater treatment construction, wetland restoration, enforcement of regulations on fishing fleets, etc.), can lead to reduction of environmental stress (Stress Reduction). The SAP is therefore an important stage, but not the ultimate goal of GEF interventions— to improve ecosystem status through its implementation.

The management of the SAP process is a challenge. Integral to the SAP is the Transboundary Diagnostic Analysis (TDA) that provides the technical basis (assessment of threats, root causes, environmental and socio-economic status, etc.) for the prioritization of the management actions (or measures) to address transboundary (and shared) problems.

In many GEF IW projects developing SAPs too much time and resources are expended on the technical TDA components leaving insufficient time/resources for the politically demanding SAP development and the endorsement that will lead to implementation. Therefore the challenge for the project management team is the need for strong co-ordination and management of the overall process to ensure that the expected TDA and the final SAP are prepared as expected in the ProDoc.



*Patrick Debels, Chief Technical Advisor of the UNDP-GEF Caribbean Large Marine Ecosystem project, describes how his project's experiences with the GEF Transboundary Diagnostic Analysis (TDA) and Strategic Action Program (SAP) Process.*

[Youtube](#)  
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Key issues for project management with the TDA and SAP are included in the TDA/SAP Manual on the GEF IW:LEARN website. These steps include:

- Planning the TDA/SAP;
- Recruiting a Technical Task Team (Example ToRs are included in [Part Four](#) of this manual);
- Organizing and managing workshops on causal chain analysis (CCA) and prioritization of transboundary problems;
- Developing the SAP;
- SAP endorsement; and
- SAP implementation

## 3.13 Demonstration Projects

GEF IW project experiences on demonstration activities can be found [here](#).

Demonstration (or pilot) projects are often a key practical element of GEF IW projects and are seen as a means to validate an approach to encourage replication or up-scaling or to reinforce acceptance of approaches recommended in a SAP.

Demonstration activities are a frequently used tool to test approaches (technical and policy related) that are linked with capacity building both within countries and in transboundary situations. These are important tools to assist with "proof of concept" for ideas and to strengthen national/regional confidence in approaches that are being promoted by the project. Although many demonstration activities are presented in the ProDoc it is important that these are reviewed and agreed with the PSC together with ensuring that these activities have detailed work plans and budgets (essentially mini ProDocs) and are supported with detailed results frameworks that are consistent with the expectations of the main project.

The IW community has significant experience on developing pilots, selection process, administration (financial and technical), capturing experiences, etc. These are collected in [Part Four](#) of this manual as a guide to project management teams on previous approaches.



*Peter Scheren, Project Manager (former) of the Western Indian Ocean Land-based Sources of Pollution project (UNEP-GEF), provides an introduction to the selection of demonstration sites in GEF IW project implementation.*

[Youtube](#)  
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## 3.14 Replication and Sustainability

GEF IW project experiences on replication of project activities and encouraging sustainability of the achievements can be found [here](#).

An important element of all GEF IW projects is the need to encourage the replication of project activities and outputs, both within the project region and more widely, and to foster the sustainability of these actions to ensure that the investment by the GEF (and other donors through co-financing) is maintained. All projects should be seeking planned and additional opportunities to develop further opportunities to replicate and sustain the activities of the project. Both these issues are key criteria at the MTE and TE stages.

The [GEF 7 IW Strategy](#) anticipates that another expected outcome (from projects) would be multi-agency partnerships in strategic approaches that foster replication after GEF assistance is ended by incorporating them into UN frameworks and country assistance strategies of Agencies and partners.

## 3.15 Capturing Lessons and Good Practices

GEF IW Projects are expected to report their experiences (both positive and negative lessons) that will be of benefit to other IW projects. These lessons and good practices should be summarized and identified through [Experience Notes](#) and [Result Notes](#).

Guidance on preparing written experiences notes can be found [here](#), while guidance on Results Notes can be found [here](#).

## 3.16 Project Closure

GEF IW project experiences on project closure can be found [here](#).

Ending activities is a key part of the overall GEF IW project and it often a challenge to the PCU staff faced needing to seek new opportunities. Ensuring that staff are available to close the project and to compile all the project outputs and summarize achievements is key to demonstrating the successes of the GEF IW project. [Part Two](#) of this manual provides a key checklist of the steps and actions expected.

## 3.17 Midterm and Terminal Evaluations

All GEF IW projects will undergo Midterm and Terminal Evaluations. These will be organized by the GEF Implementing Agency in discussions with the Executing Agency, but it is expected that there are elements that will inevitably need to be addressed by the PCU.

Issues the project management team should consider include:

- Prepare and brief stakeholders. Inform them when the evaluation will take place and what they will be expected to answer. (This does not imply advising them on how to answer);
- Identify all project outputs. It may be beneficial to prepare a separate part of the project website where the evaluator can find everything together including: ToRs, technical reports, minutes of PSCs, PIRs, quarterly reports, guidance documents, budgets, stakeholder surveys and press releases, etc;
- Start planning the "mission." Who (and why) the evaluator should meet a selection of stakeholders (government representatives, private sector, NGOs, other donors, consultants, IA(s), EA(s), GEF OFPs, etc);
- Establish the mission route. It is helpful to give the evaluator an indicative possible timetable and mission plan;
- Provide contact names and email and phone numbers of stakeholders to the evaluator;
- Making sure the project website is up to-date;
- Review the project log frame:
  - Were midterm targets set?;
  - Are indicators SMART (if not why haven't you done this?);
  - Budgets. Have all changes been documented/approved;
  - Co-financing. Work up a summary of where you are against plan (speak to national representatives);
  - What lessons have been learned during implementation?
  - Identify examples of adaptive management;
  - What has been the approach of the project towards gender issues? How has climate change been addressed?





## 4. Case studies and experiences

This section contains information on case studies, experiences and documents from GEF IW Projects that may be useful as references and examples.

## 4.1 Monitoring & Evaluation approaches within GEF IW Projects

Summary	GEF IW:LEARN location
GEF-IWCAM Indicators Assessment Reports	<a href="#">IWCAM - Indicators Assessment Report</a>
GEF IWCAM Indicators Template	<a href="#">IWCAM - Indicators Template</a>
PowerPoint of the development of GEF IW Project Indicators in the ASCLME	<a href="#">ASCLME Project Indicators</a>
Report of the Indicators Working Group. Describes the development of Indicators considering the five LME Modules, essentially adopting the Transboundary Waters Assessment Programme (TWAP) Indicators.	<a href="#">BOBLME Indicators</a>
CLME: Bimonthly Progress and Activity Reporting Template	<a href="#">CLME Indicators</a>
Pacific IWRM: Development of a Results-Based Approach to IWRM in Pacific Island Countries, including Options to Strengthen Stakeholder Awareness of Indicator Frameworks and Monitoring and Evaluation Mechanisms	<a href="#">Pacific IWRM - Results Based Approach</a>
Pacific IWRM: National Project Indicators and recommendations for Participatory Monitoring and Evaluation of Project Process	<a href="#">Pacific IWRM - National Project Indicators</a>

## 4.2 GEF IW Financial Considerations

Summary	GEF IW:LEARN location
CCLME Approach to recording co-finance	<a href="#">CCLME Co-finance Approach</a>
Pacific IWRM: Project Budget and Tracking of Cash and In-Kind Contributions to Project Activities	<a href="#">Pacific IWRM - Approach to Project Budget</a>
Pacific IWRM: Administration and Finance Manual for Project Management	<a href="#">Pacific IWRM - Administration and Finance Manual</a>
Pacific IWRM: Proposed Project Funding Rules for National IWRM Demonstration Projects	<a href="#">Pacific IWRM - Proposed Funding Rules for Demonstration Activities</a>
Pacific IWRM: Co-financing of Project Activities and Mainstreaming IWRM	<a href="#">Pacific IWRM - Co-financing of Project Activities</a>
Pacific IWRM: Draft Rules of Operation for a regional reallocation pool for unspent national IWRM demonstration project funds	<a href="#">Pacific IWRM - Rules for Reallocation of unspent demonstration project funds</a>
Yellow Sea LME: Accessing Funding Basics & Approaches to Financial Sustainability	<a href="#">YSLME - Accessing Funding Basics &amp; Approaches to Financial Sustainability</a>
South West Indian Ocean Fisheries Project - Project Work plan and budgets (link to collection of documents)	

## 4.3 Stakeholder Identification and Engagement

Summary	GEF IW:LEARN location
Pacific IWRM: Options for Strengthening Community Involvement in IWRM via Development and Implementation of a Partnership with the GEF Small Grants Programme	<a href="#">Pacific IWRM - Strengthening Community Involvement through SGP</a>
Pacific IWRM: Development of a Results-Based Approach to IWRM in Pacific Island Countries, including Options to Strengthen Stakeholder Awareness of Indicator Frameworks and Monitoring and Evaluation Mechanisms	<a href="#">Pacific IWRM - Development of a Results Based Approach to Strengthen Stakeholder Awareness</a>
Pacific IWRM: Enhancing Partner and Stakeholder Engagement in IWRM Demonstration Project Delivery	<a href="#">Pacific IWRM - Enhancing Partner and Stakeholder Engagement</a>

## 4.4 Project Steering Committees and Advisory Bodies

Summary	GEF IW:LEARN location
IWCAM: ToR for the Project Steering Committee	<a href="#">IWCAM - PSC Terms of Reference</a>
Kura Aras: PPT Presentation of Summary of Year 1 Activities for SCM with budget plus activities and work plan for years 1, 2	<a href="#">Kura Aras - SC Meeting Year 1</a>
Kura Aras: PPT Presentation of Summary of Year 2 Activities for SCM with budget plus activities and work plan	<a href="#">Kura Aras - SC Meeting Year 2</a>
Kura Aras: PPT Presentation of next steps following the completion of the TDA	<a href="#">Kura Aras - SCM completion of TDA</a>
Pacific IWRM: RSC Terms of Reference	<a href="#">Pacific IWRM - TORs for the Regional SC</a>
Pacific IWRM: RSC Rules of Procedure	<a href="#">Pacific IWRM - Rules of Procedure for the Regional SC</a>
ASCLME: Joint Steering Committee Meeting of the ASCLME & SWIOFP Projects Report	<a href="#">ASCLME &amp; SWIOFP - Joint SCM Report</a>
ASCLME: Draft Agenda for the 2nd Steering Committee Meeting	<a href="#">ASCLME - Draft Agenda for the 2nd SCM</a>

## 4.5 Inter-ministerial Committees and Institutional Issues

Summary	GEF IW:LEARN location
IWCAM: Toolkit for Institutional, Policy and Legislative improvements (In this publication, you will find a Toolkit which allows national legislative draftspersons and technocrats to work together in amending and/or drafting appropriate legislation in support of the core objectives of the LBS Protocol. This guideline document, although prepared with direct relevance to the LBS Protocol, can be used in other SIDS regions, as a reference document when amending legislation in support of other Multilateral Environmental Agreements (MEAs).	<a href="#">IWCAM - Toolkit for Institutional, Policy and Legislative Improvements</a>
Lake Skadar: Internal Rules for the functioning of Skadar-Shkoder Lake Commission	<a href="#">Lake Skadar - Internal Rules for the Functioning of the IMC</a>
DRP: Interim Progress Report on the Strategic Partnership of the Danube/Black Sea Region	<a href="#">DRP - Progress Report on IMC</a>
DRP: Report evaluating the results of setting up IMCs in the Danube River countries.	<a href="#">DRP - Setting up IMCs Evaluation</a>
DRP Report on Strengthening of the Inter ministerial coordination mechanisms in the Danube and Black Sea Region	<a href="#">DRP - Current IMC State</a>

## 4.6 Information Management

Summary	GEF IW:LEARN location
ASCLME: Draft Data and Information Management Plan	<a href="#">ASCLME: Draft Data and Information Management Plan</a>

## 4.7 Communications Strategy and Outreach

Summary	GEF IW:LEARN location
IWCAM Project Communication and Education Planning Guide	<a href="#">IWCAM Project Communication and Education Planning Guide</a>
DRP – Communication Strategy	<a href="#">DRP – Communication Strategy</a>
DRP – A Communication Planning Guide for International Waters Projects	<a href="#">DRP – A Communications Planning Guide for International Waters Projects</a>
BOBLME Communications Strategy. Provides objectives, messages, activities and tools as well as a relationship/ partnership listing	<a href="#">BOBLME – Communications Strategy</a>
Pacific IWRM: Development of a Communication Strategy for the GEF Pacific IWRM Project	<a href="#">Pacific IWRM – Development of a Communications Strategy</a>
Pacific IWRM: National and Regional communications strategies for mainstreaming IWRM in Pacific Island Countries	<a href="#">Pacific IWRM – National and Regional Communications Strategies</a>
MedPartnership: Draft Communications Strategy	<a href="#">MedPartnership – Draft Communications Strategy</a>



## 4.8 Gender Mainstreaming

Summary	GEF IW:LEARN location
FAO: Mainstreaming Gender into Project Cycle Management in the Fisheries Sector. This manual has been prepared to facilitate gender analysis and project planning in fisheries development projects.	<a href="#">FAO - Mainstreaming Gender in Fisheries Sector</a>
Global Water Partnership: Technical Brief #5 - Mainstreaming gender in integrated water resources management strategies and plans: practical steps for practitioners	<a href="#">GWP - Mainstreaming Gender in IWRM</a>
Legal and Institutional Frameworks Project - Mainstreaming Gender in the Governance of Transboundary Waters Concept Paper	<a href="#">Governance Project - Mainstreaming Gender in TB Waters Governance</a>
The Force of the Current - Watershed Management from a Gender Equity Perspective (Book)	<a href="#">Governance Project - Book on Gender and Water Management</a>
GEF - Mainstreaming Gender at the GEF	<a href="#">GEF - Mainstreaming Gender</a>

## 4.9 Private Sector Engagement

Summary	Source location/ project website	GEF IW:LEARN location
The Global Environment Facility Public-Private Partnerships Guidebook is a reference source for GEF IW Projects that are interested in engaging with the private sector. The manual contains general and IW specific guidance including a partnerships roadmap, and case studies and lessons learned from GEF IW Projects.	<a href="http://manuals.iwlearn.net/public-private-partnerships-guidebook">http://manuals.iwlearn.net/public-private-partnerships-guidebook</a>	<a href="#">GEF IW Public Private Partnerships Guidebook</a>

## 4.10 Climate Change

Summary	GEF IW:LEARN location
Pacific IWRM: Climate variability and change issues influencing the achievement of water and sanitation outcomes in Pacific Island Countries	<a href="#">Pacific IWRM - Climate Variability and Change in the Pacific Islands</a>
UNEP/UNDP Poverty and Environment Initiative - A Practitioners Guide Manual for mainstreaming Climate Change Adaptation into national development planning as part of broader poverty-environment mainstreaming efforts. The present guide addresses this need for integrating climate change adaptation considerations into the work of PEI.	<a href="#">UNEP/UNDP PEI - Mainstreaming Climate Change Adaptation into Development Planning: A Guide for Practitioners</a>
Mangroves for the Future - This manual produced by UNEP in collaboration with UNDP, MFF (Mangroves for the Future) and IUCN has the objective of ensuring that climate change adaptation considerations are included in all phases of the MFF initiative and projects (i.e. mainstreamed). It outlines MFF's work and Climate Change considerations, reviews tools and methods and show how to integrate climate change considerations into the project cycle.	<a href="#">MFF - Climate Proof - A Reference Tool to Coastal Climate Change</a>
Secretariat for the Pacific Community - This Manual contains a collection of best practices and lessons learned for mainstreaming processes for climate change adaptation in the context of the Pacific Islands.	<a href="#">SPC - Mainstreaming processes for climate change adaptation: Collection of best practices</a>

## 4.11 TDA/SAP Management

Summary	GEF IW:LEARN location
BOBLME - TDA Consultation Workshop (As the TDA was produced using national and thematic reports, and expert synthesis - it was considered essential to have extensive national consultations on the TDA. The resulting reports from national consultations are likewise on the web (some documenting single workshops, some from provincial "roadshows")	<a href="#">BOBLME TDA Consultation Workshop</a>
BOBLME - TDA Confirmation Meeting.	<a href="#">BOBLME - Report of the TDA Confirmation Meeting</a>
BOBLME - SAP Process Development Workshop	<a href="#">BOBLME - SAP Process Development Workshop Report</a>
Kura: Decisions and recommendations based on CCAs for PSC	<a href="#">Kura Aras -Recommendations for the SC as a result of the CCA</a>
Orange-Senqu River Basin - Public Participation and Communications in NAPs and SAP Development - Background Document and Terms of Reference	<a href="#">Orange River - SAP and NAP development doc &amp; TORs</a>
Lake Baikal - TOR for TDA Consultant and Scientific Advisory Group Leader	<a href="#">Baikal - TOR for TDA Consultant</a>
Caribbean Large Marine Ecosystem - TOR for Consultant to work on regional fisheries based TDA	<a href="#">CLME - TOR for TDA Consultant</a>
Caribbean Large Marine Ecosystem - TOR for Consultant to work on the regional Strategic Action Programme	<a href="#">CLME - TOR for SAP Formulator</a>
Yellow Sea Large Marine Ecosystem - Guidelines for Drafting the SAP incl. examples	<a href="#">YSLME - Guidelines to Draft the SAP</a>
Strategic Action Programme (SAP) Consultation for the UNDP/GEF Yellow Sea Project (link to collection of documents)	

## 4.12 Demonstration Projects

Summary	GEF IW:LEARN location
IWCAM Demonstration Project Guidance	<a href="#">IWCAM - Demonstration Project Guidance Manual</a>
Tisza: Call for project ideas in Hungary, Romania, Serbia, Slovakia and Ukraine.	<a href="#">Tisza - Call for Demonstration Project Ideas</a>
A Compendium of case studies for all of the Demonstration Projects that made up the IWCAM Project	<a href="#">IWCAM - Demonstration Project Case Studies</a>
Pacific IWRM: Lessons Learned to Project Mid-Term and Opportunities for Replication and Scaling-up IWRM in Pacific Island Countries	<a href="#">Pacific IWRM - Lessons Learned and opportunities to replicate scaling up</a>
Pacific IWRM: Options for Strengthening Community Involvement in IWRM via Development and Implementation of a Partnership with the GEF Small Grants Programme	<a href="#">Pacific IWRM - Strengthening Community Involvement through SGP</a>
Pacific IWRM: Project Budget and Tracking of Cash and in-Kind Contributions to Project Activities	<a href="#">Pacific IWRM - Approach to Project Budgeting and tracking of Cash and in kind contributions</a>
Pacific IWRM: Proposed Project Funding Rules for National IWRM Demonstration Projects	<a href="#">Pacific IWRM - Proposed Funding Rules for Demonstration Activities</a>
Pacific IWRM: Draft Rules of Operation for a regional reallocation pool for unspent national IWRM demonstration project funds	<a href="#">Pacific IWRM - Rules for Reallocation of unspent demonstration project funds</a>
Pacific IWRM: Enhancing Partner and Stakeholder Engagement in IWRM Demonstration Project Delivery	<a href="#">Pacific IWRM - Enhancing Partner and Stakeholder Engagement</a>

## 4.13 Replication and Sustainability

Summary	GEF IW:LEARN location
Pacific IWRM: Lessons Learned to Project Mid-Term and Opportunities for Replication and Scaling-up IWRM in Pacific Island Countries	<a href="#">Pacific IWRM - Lessons Learned and opportunities to replicate scaling up</a>
Pacific IWRM: Defining replication, upscaling and mainstreaming in the context of the Pacific IWRM programme.	<a href="#">Pacific IWRM - upscaling and mainstreaming</a>

## 4.14 Capturing Lessons and Good Practices

Summary	GEF IW:LEARN location
IWCAM: Guidance document on the selection of lessons learned and good practices from the IWCAM Project	<a href="#">IWCAM - guidance on selection of lessons learned and good practices</a>
ASCLME: Powerpoint Presentation for a Regional Workshop on the Best practices and lessons learned from the ASCLME Project	<a href="#">ASCLME - Best Practices and Lessons Learned from the ASCLME Project</a>
Pacific IWRM: Lessons learned from the inception phase of the GEF Pacific IWRM Project and options for continued knowledge exchange and learning	<a href="#">Pacific IWRM - Lessons Learned from the Inception Phase</a>
Pacific IWRM: Lessons learned reporting template	<a href="#">Pacific IWRM: Lessons learned reporting template</a>
Yellow Sea LME: Proposal and Report Writing for Environmental Practitioners: Keys to Effective Writing (link to collection of documents)	

## 4.15 Conflict Resolution

Summary	GEF IW:LEARN location
Governance Project & White and Case: International Waters Review of Legal and Institutional Frameworks	<a href="#">White and Case - Review of IW Legal and Institutional Frameworks</a>

## 4.16 Project Closure

Summary	GEF IW:LEARN location
DRP: Exit Strategy. This paper provides strategy recommendations for the Danube Regional Project (DRP), and the International Commission for Protection of the Danube River (ICPDR) to sustain project activities after funding ends.	<a href="#">DRP - Exit Strategy</a>

## 4.17 Terms of Reference

Summary	GEF IW:LEARN location
ASCLME: ToR for an Administration and Finance Officer	ASCLME - ToR for an Administration and Finance Officer
CLME: ToR for a Communications Assistant	CLME - ToR for a Communications Assistant
IWCAM: ToR for the Project Steering Committee	IWCAM - ToR for the PSC
Lake Skadar - ToR for the Steering Committee for the KAP site (project site targeted for remediation).	Lake Skadar - ToR for the KAP site Steering Committee
CLME: ToR for the Development and Endorsement of the CLME SAP	CLME - ToR for the Development of the SAP
Pacific IWRM: ToR for the Regional Steering Committee	Pacific IWRM - ToR for the Regional Steering Committee
IWCAM: ToR for the preparation of a Community Based Resource Assessment Train the Trainers Workshop	IWCAM - ToR for Train the Trainer Community Based Resource Assessment Workshop
IWCAM: ToR for the preparation and Facilitation of an Environmental Impact Assessment Review Training Workshop	IWCAM - ToR for Preparation and Facilitation of an Environmental Impact Assessment Review Training Workshop
IWCAM: ToR for a Consultant to create a training in Onsite Wastewater Treatment and Disposal	IWCAM - ToR for an Onsite Wastewater Treatment and Disposal Training
IWCAM: ToR for a Consultant to Prepare a National Integrated Water Resources Management Policy for the Commonwealth of Dominica	IWCAM - ToR for a Consultant to Prepare a National IWRM Policy
IWCAM: ToR for a Consultant to prepare a training on the operation of a Sewage Treatment Plant	IWCAM - ToR for a Consultant to prepare a training course on the operation of a Sewage Treatment Plant



IWCAM: ToR for a Consultant to prepare training materials related to proposal writing and to conduct a 4 day training workshop in proposal writing for a group of 15-20 environmental professionals	<a href="#">IWCAM - ToR for a Consultant to prepare a proposal writing training course</a>
IWCAM: ToR for a Consultant to prepare material and a training course related to project management approaches in use within the region. This course is to provide participants with the knowledge necessary to manage GEF project processes and issues, using best practices and case studies.	<a href="#">IWCAM - ToR for a Consultant to prepare a project management course</a>
IWCAM: ToR for a Consultant to Prepare Experience Notes, Case Studies and the Manuscript for an IWCAM Documentary	<a href="#">IWCAM - ToR for a Consultant to prepare Experience Notes, Case studies and a manuscript</a>
IWCAM: ToR for a Consultant to Prepare a Clearing House Mechanism for the Project	<a href="#">IWCAM - ToR for a Clearing House Mechanism</a>
IWCAM: ToR for the preparation of a Community Based Resource Assessment Instructional Tool	<a href="#">IWCAM - ToR for Train the Trainer Community Based Resource Assessment Instructional Tool</a>
IWCAM: ToR for Information Technology Needs Assessment for the IWCAM Clearing House Mechanism	<a href="#">IWCAM - ToR for IT needs Assessment for CHM</a>
IWCAM: ToR for a consultant to design, construct, operate a Wastewater treatment plant (for 6 months), and provide a manual for the continued operation thereof.	<a href="#">IWCAM - ToR for the Construction of a Wastewater Treatment Plant</a>
IWCAM: ToR for the development and production of IWCAM Educational Materials including brochures, decision makers briefing packets, and "how to" booklets	<a href="#">IWCAM - ToR for the production of Educational Materials</a>
IWCAM: ToR for the production of an IWCAM Documentary and Public Service Announcements for television and radio shorts,	<a href="#">IWCAM - ToR for the production of a documentary and Public Service Announcements</a>
Lake Skadar: ToR for a Consultant Company to perform a Social Economic Assessment of the Project Area	<a href="#">Lake Skadar - ToR for a Social Economic Assessment</a>
Pacific IWRM - EoI for Water Resources Specialist to design national water strategy	<a href="#">Pacific IWRM - TOR for Water Resources Specialist</a>

Pacific IWRM - EoI for Community Community Level Capacity Building Consultant	<a href="#">Pacific IWRM - TOR for Capacity Building Consultant</a>
Kura-Aras River Basin - Terms of Reference for a Climate Change Specialist to assist with a number of project activities ranging from TDA to IWRM	<a href="#">Kura - TOR for a Climate Change Specialist</a>
Med Partnership - Terms of Reference for a National Consultant on Climate Variability and Change for the Establishment Stage of the ICZM Plan with a special focus on Climate Variability and Change Issues	<a href="#">MedPartnership - TOR for a Climate Change Specialist</a>
Orange-Senqu River Basin - Public Participation and Communications in NAPs and SAP Development - Background Document and Terms of Reference	<a href="#">Orange River - SAP and NAP development doc &amp; TORs</a>
Lake Baikal - TOR for TDA Consultant and Scientific Advisory Group Leader	<a href="#">Baikal - TOR for TDA Consultant</a>
Caribbean Large Marine Ecosystem - TOR for Consultant to work on regional fisheries based TDA	<a href="#">CLME - TOR for TDA Consultant</a>
Caribbean Large Marine Ecosystem - TOR for Consultant to prepare a TDA Synthesis Report	<a href="#">CLME - TOR for TDA Synthesis Report</a>
Caribbean Large Marine Ecosystem - TOR for Consultant to work on the regional Strategic Action Programme	<a href="#">CLME - TOR for SAP Formulator</a>
FREPLATA - Terms of Reference for an international Strategic Action Programme Consultant	<a href="#">FREPLATA - TOR for SAP Consultant</a>
Kura-Aras River Basin - Terms of Reference for a Transboundary Diagnostic Analysis Team Leader	<a href="#">Kura - TOR for TDA Team Leader</a>
Kura-Aras River Basin - Terms of Reference for a Transboundary Diagnostic Analysis Team and Strategic Action Programme Consultant	<a href="#">Kura - TOR for a TDA/SAP Consultant</a>
Black Sea - Terms of Reference for the Preparation of a Revised and Updated Transboundary Diagnostic Analysis and Strategic Action Programme	<a href="#">Black Sea - TOR for TDA/SAP Consultant</a>

Nubian Aquifer - Terms of Reference for a Shared Aquifer Diagnostic Analysis and Strategic Action Programme	<a href="#">Nubian Aquifer - TOR for TDA/SAP Consultant</a>
Prespa Lake Basin - Terms of Reference for a Consultant to coordinate and implement the Transboundary Diagnostic Analysis and develop a Strategic Action Programme	<a href="#">Prespa - TOR for TDA/SAP Consultant</a>

## 4.18 Project Inception Reports

Summary	GEF IW:LEARN location
UNEP/MAP GEF Strategic Partnership for the Mediterranean Sea Large Marine Ecosystem (MedPartnership): Inception Report	<a href="#">Medpartnership - Project Inception Report</a>
Reducing Transboundary Degradation in the Kura-Aras Basin: Draft Inception report	<a href="#">Kura Aras - SCM Inception Report</a>





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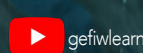
Intergovernmental Oceanographic Commission  
United Nations Educational, Scientific and Cultural  
Organization (IOC/UNESCO)

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