



## International Waters: Learning Exchange and Resource Network (IW:LEARN)

*A cooperative initiative of the Global Environment Facility (GEF),  
United Nations Development Programme (UNDP),  
United Nations Environment Programme (UNEP),  
and the World Bank*



# Conference Report

## 4<sup>th</sup> Biennial GEF International Waters Conference

*International Waters:LEARN strengthens International Waters (IW) management by facilitating learning and information sharing among IW projects, partners and stakeholders See <http://www.iwlearn.net> for details.*



## Introduction

The 4<sup>th</sup> Biennial GEF International Waters Conference took place from July 31<sup>st</sup> to August 3<sup>rd</sup>, 2007 in Cape Town, South Africa, hosted by South Africa's Department of Environment and Tourism. It was jointly organized by a planning committee comprised of the GEF, GEF Implementing Agencies and IW:LEARN staff, with the Global Environment Technology Foundation.

The purpose of the conference was to share experiences and innovative practices among GEF's global International Waters portfolio (nearly \$4 billion), promote learning and capacity building, develop strategies to enhance stakeholder collaboration, and encourage GEF International Waters projects to apply evolving GEF policies and procedures during implementation.

The conference focused on themes of international waters management, including:

- ◆ Good International Waters Governance and Institutions
- ◆ Successful Scientific and Technical Innovations
- ◆ Sustaining International Waters Partnerships
- ◆ Project Management, Performance and Impact

Participants included government representatives, implementing and executing agency staff and project representatives.

Information and documents (agenda, participants, videos, presentations, proceedings and conclusions) emerging from the conference can be downloaded from:  
<http://www.iwlearn.net/iwc2007>.

This final conference report includes three key documents capturing different aspects of the conference. The first, an executive summary, captures the overall conference and its outcomes. The evaluation is a shortened version of the report posted to the site, and covers participant responses to an evaluation questionnaire. The inter-project clinic report summarizes the small working group sessions, where participant needs and capacities drove the topics and group facilitation. Finally, the agenda and participant list serve as annexes.

The report is structured as follows:

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## GEF Biennial IWC4 Executive Summary



GEF IW:LEARN

### *Executive Summary Report on the*

### **4th Biennial GEF International Waters Conference**

**31 July – 3 August 2007  
Cape Town, South Africa**

#### **Overview: GEF IW Portfolio Learning**

Around the world, GEF-supported International Waters (IW) projects are working in parallel at the scale of transboundary aquifer, river and lake basin systems, open oceans and large marine ecosystems (LMEs). Cooperating countries and their project partners are frequently faced with similar issues and challenges. Within this portfolio of projects, there is a tremendous wealth of practical experience that can be shared to deepen and accelerate results in GEF IW projects to improve transboundary water governance.

To promote inter-project learning across the GEF IW portfolio, IW-LEARN (the GEF International Waters Learning Exchange and Resource Network) has organized four GEF Biennial International Waters conferences since 2000. The Fourth Biennial GEF IW Conference (IWC4) was hosted in Cape Town by South Africa's Department of Environment and Tourism and GEF's Benguela Current IW project, from July 3<sup>1</sup> to August 3 2007. 314 delegates from 70 GEF IW projects came from about 68 countries, including government and project representatives, implementing and executing agency staff, and representatives of NGO and other project partners.

Building on prior lessons and recommendations, the objectives of IWC4 were to:

- ◆ provide a forum for sharing experiences and innovative approaches
- ◆ promote mutual learning and capacity building
- ◆ develop strategies to enhance stakeholder collaboration
- ◆ encourage projects to apply evolving GEF policies and procedures to improve project implementation

An innovative conference design was developed by a planning committee comprised of GEF, Implementing Agency and IW:LEARN staff, with the Global Environment Technology Foundation (GETF) also providing event implementation support. The program was progressively refined based on feedback from IW:LEARN PALs (Partner Activity Leads) working with GEF IW projects, and in direct response to priorities expressed by participants as they registered on-line. Participative learning sessions were geared to four priority transboundary water resources management (TWRM) themes:

- ◆ Good International Waters Governance and Institutions
- ◆ Successful Scientific and Technical Innovations
- ◆ Sustaining International Waters Partnerships
- ◆ Project Management, Performance and Impact

With a Lead Facilitator from the World Bank Institute, a new suite of 'active-learning' methodologies was introduced – morning reflections videos, world café conversation tables & open space workshops, focused learning discussions, peer-assist clinics, participant-driven

workshops and an Innovation Marketplace - marking a radical departure from the traditional format of previous IWC conferences.

GEF IW:LEARN has prepared this Executive Summary for email dissemination to participants. Full proceedings, including presentations and outputs from the each of the thematic sessions, full text of rapporteur reports, a tabulated summary of participant evaluations, and all recommendations received for the GEF and Implementing Agencies, or IW:LEARN regarding future learning activities, are available on the GEF IW:LEARN website:  
<http://www.iwlearn.net/iwc2007>

### **Introduction: GEF IW vision, challenges and achievements**

Now more than ever, as fresh water conflicts, pollution, destruction of aquatic habitats, depletion of fisheries and global climate change continue to restrict human development and degrade the quality of life worldwide, ecosystem-based approaches to management are seen as crucial to sustain transboundary water systems and increase shared benefits across international borders. Global Environment Facility investments form the single largest united response to water-related environmental threats, bringing nations and peoples together to restore and protect our common 'life support system' and natural heritage. For over 15 years, the GEF has served as a catalyst, providing incremental financing as an incentive for cooperation among nations sharing water resource systems. Now the fruits of the first decade of GEF IW investment are starting to emerge.

The 4<sup>th</sup> GEF IWC opened with a call for collaboration, cooperation and investment in regional and international water resources management - also a challenge to participants to step up their response to global inequities in poverty and access to water resources – as well as a caution not to allow the exacerbating effects of climate change to mask poor water resources management. Inspiring keynotes from Minister of Fisheries and Marine Resources Abraham Iyambo of Namibia and Environment Deputy-Director General Fritz Holzwarth from Germany, shared their wisdom, vision and legacies, including major GEF milestones such as the transition this year of the flagship Danube Regional Project after 15 years of GEF support to a self-sustaining basin organization supported by all member governments, and the solid foundations for cooperation across sectors in the recent establishment of the Benguela Current Commission.

African Achievements worthy of global recognition were celebrated in a session highlighting results of successful cooperation among countries in the Senegal River Basin – where participation in basin management has been established from Heads of State to the community level, in addressing risk management in the Lullemeden Aquifer, in cooperation with Indian Ocean states in coastal and marine management in Tanzania, pioneering work in understanding environmental variability in the Benguela Current LME project and addressing the introduction of invasive alien species through the ballast water of ships through a pioneering GloBallast demonstration site in South Africa's Western Cape.

In working sessions organized around projects' top priority management themes, all participants were coached to contribute their own ideas and expertise – to discuss and analyse transboundary concerns and challenges together and to learn from each other's experience so that practical TWRM approaches can be more readily transferred, adapted and replicated where appropriate.

Each day opened with a "Reflections" video prepared overnight by a Cape Town-based filmmaker, giving participants an opportunity to share views on each day of the conference in their own words. The daily videos were mentioned frequently as an active learning approach participants would like to adapt for their own institution or project. Participant expectations, reflections, and assessment of the IWC in their own words can be viewed on the IWLEARN website: <http://www.iwlearn.net/iwc2007>

### **Key Findings: feedback from participants**

In the popular Reflections videos, evaluation forms and direct communications with organizers, participants consistently testified to significant cross-fertilization of ideas and experiences across projects, countries, regions, and partner agencies. Over 25% submitted evaluation forms, two-thirds of whom were project managers, staff, and national project representatives. About 80% gave the IWC4 high marks, with many expressions of personal professional benefit and enthusiasm for overall success. The vast majority found the IWC learning experience directly applicable to their work functions, that it helped to learn how other projects are delivering results and increased understanding of innovative methods and ways to increase project effectiveness. Of the 33 GEF IW project exhibits in the Innovation Marketplace, the DLIST project earned the Participants' Choice award for originality, replicability, sustainability, and impact of the project innovation showcased, as well as for visual appeal and creativity of the exhibit. Participants chose Lake Chad's website for the IW:LEARN "WOW" award for the best GEF IW project website: <http://www.iwlearn.net/websitetoolkit/wow/>

Participants on the whole heartily endorsed the new and previously untested participative conference modalities, expressing excitement about the active learning approach. Key factors which made the IWC a worthwhile experience were: enhanced opportunities to interact with a broad cross-section of GEF IW peers, emphasis on interactive breakout sessions in which everyone had a chance to speak and be heard rather than plenaries, majority of presentations given by projects and governments, and project storytelling at the Innovation Marketplace. Rich feedback and many specific recommendations for improvement were contributed in session reports, evaluation forms, and direct communications received from participants. As one wrote: "the movement toward greater participation and more informal learning was long overdue. The challenge now is to strike the proper balance in getting broad participation and strong technical content and depth specific to transboundary waters learning."

In small group conversation tables and subsequent open space workshops sessions, participants found the following four principles to be key to good governance and IW partnerships: (i) Define "win-win" outcomes (notably if the private sector is involved, demonstrate the benefits for them to get engaged), or a common "vision" between organizations (e.g. through a bottom up approach); (ii) Deliver results and communicate/publicize -including to affected communities- (using media, events, opinion leaders...) results and small successes to create and maintain transparency and ownership, spirit of co-operation, and momentum (e.g. through demonstration projects demonstrating clear link with economic benefits, project twinning); (iv) Ensure continuity of effective leadership; (iii) Mandates and capacity within each organization must support partnerships and provide for continuity of regional organizations beyond the term of the project.

While praised for encouraging active participation among all who attended, as a new modality the "world café" ([www.theworldcafe.com/](http://www.theworldcafe.com/)) conversation tables to some extent failed to deliver what many considered to be new information or innovative practices. Two schools of thought emerged: on the one hand a general recommendation that the leading questions provided as discussion prompts should be better formulated to encourage the audience to probe more deeply into the issues and to achieve more valuable results. On the other hand, participants new to the GEF IW community derived considerable benefit, and emphasized that some issues - especially capacity building needs - while critiqued by some as far from new remain of critical concern.

A team of GEF representatives fielded questions on GEF policies and procedures in a 'talk show' style interview session. Concerns were raised about affects of the Resource Allocation Framework on funding, onerous procedures for developing proposals, potential for future inclusion of biodiversity components, and continually changing GEF-wide procedures. With the time constraints, many questions went unasked or superficially addressed. Some frustration was also heard as to whether and how the GEF will or will not respond to input from the IWC with regard to new GEF procedures. Concerning implementation of Results-Based Management, while questions revealed concerns with the timeline and development of relevant indicators, there was virtually unanimous acclaim for the fun and exciting indicators Jeopardy Game which riveted attention as the audience 'played along' with contestants competing to identify IW project

examples of process, stress reduction and environmental status indicators; the take-home CD included in each participant's registration packet was gratefully received for future reference!

Scientific and technical innovation focused discussion sessions also suffered from lack of time, and while participants found the sessions they were able to attend highly valuable, many expressed regret in having to choose among the six parallel sessions on Strategic Action Programme (SAP) implementation and adaptive management, groundwater integration, pollution reduction through agricultural and livestock nutrient reduction and constructed wetlands, sustaining marine fisheries and conserving marine resources, and assessing and valuing ecosystems. The SAP session discussed the importance of building upon existing policies and cooperation mechanism as key to ownership. One recommendation from the nutrient session on agricultural pollution reduction called for process innovation in how agricultural and livestock waste management is done (in an integrated fashion with policy strengthening, familiar and cost effective technologies, strong M&E, dissemination and replication), instead of seeking innovative technologies. The wetlands session called for material that would enable promoting constructed wetlands nationally as well as locally, including costs of constructing wetlands, social participation, technical applicability, economic benefits, etc.

Although considered by the organizers to be the modalities most 'at risk' of realizing beneficial results, the GEF IW community embraced the opportunity for participants to define the agenda in almost a dozen peer-assist 'clinics' and a similar number of participant-designed workshop sessions. These were ranked by participants among the most valuable sessions and lively and substantive learning exchanges were documented. Peer assist clinic topics and experts were defined in advance via participant surveys, in order to be directly relevant to project needs and offered the conference space for customized and user-driven training sessions. The climate change inter-project peer-to-peer clinic earned the highest rating and attracted by far the largest number of participants.

Highlights of the evening film festival included the Globallast BBC documentary "Invaders from the Sea" and the GEF IW:LEARN-produced LME video, "Turning the Tide", many copies of which (including a Chinese translation) were distributed, and have already been reported useful in diverse applications to highlight the perilous status of many Large Marine Ecosystems and the role of the GEF in catalyzing country driven actions to restore and protect the oceans and their coasts.

As a result of the fourth portfolio conference, participants described numerous changes to personal and project-level action strategies. Oft-reported benefits of the IWC were increased communication with new peers, formation of expert groups with new contacts, and using liaison and knowledge sharing methodologies to improve project management. It was generally noted that the level of energy and engagement of participants was sustained throughout the conference to an unusually high degree, and participants welcomed being able to take an active role in the participative sessions.

## **Conclusions and Recommendations**

The leadership of the GEF IW community convened in Cape Town with a clear purpose: to learn from practical experience gained over a decade of GEF investment, to examine ways to creatively apply this knowledge to overcome the specific and diverse bottlenecks and challenges that projects, countries and their partners are facing, to generate together and internalize collective learning - and ultimately to transform their accumulated knowledge into political will and actions.

The survey results show that these conference objectives were met for a significant majority of participants, while marking a dramatic departure from the traditional 'expert' and powerpoint-driven plenary format. For the first time, the agenda was built from the bottom up, honoring expertise and experience of the GEF IW project participants to drive the process of learning from

one another, and to leverage the collective capacity of the GEF IW portfolio. The organizers took a calculated risk – and participants together succeeded - in testing a suite of experiential learning techniques. The structured mix of formal and informal sessions encouraged participants, who ‘rolled up their sleeves’ and cited frank and meaningful interactions. Many participants, including several ministers, were sufficiently impressed with the results of the IWC to report plans to introduce peer-to-peer learning techniques they experienced at the IWC to improve the learning culture in their projects and ministries. While emphasizing the need for sensitivity to cultural differences, evaluation data indicates buy-in for participatory peer learning approaches, with a strong mandate to accomplish even more in two years at the Fifth GEF Biennial IW Conference. Detailed advice for future improvements stressed the need for more substantive background and preparation in order to focus discussions and take learning interactions to a greater level of depth, and to schedule fewer sessions to enable more time for discussions.

Key recommendations to GEF & Implementing Agencies include:

- ◆ delays in GEF CEO endorsement of approved projects remains a problem
- ◆ risk of losing hard-won national political support due to failure to address practical needs in developing countries (such as vehicles, communications, etc.)
- ◆ by requesting reduced budgets and leaving the outcomes in place, the risks of project failure are increased
- ◆ ‘soft’ interventions are also important, often cheaper and contribute to decentralization, participation, equity, and institutional reform
- ◆ need for examination of TDA/SAP specifically for groundwater
- ◆ TDA/SAP process for freshwater projects should include all components of the water cycle and those hydrologic subsystems that potentially could be impacted adversely by the project
- ◆ Capacity building may not be new, but remains critical, in particular for regional institutions
- ◆ Stakeholder engagement should be part of project design, and funded throughout projects
- ◆ Economic valuation of ecosystems should be included in project design, both in the formulation of proposals and as a component of project interventions
- ◆ Measures must be put in place for sustaining commitments to support regional institutions
- ◆ Climate adaptation should be raised to at least the same level of importance as mitigation

The IW:LEARN team is working to codify and respond to all recommendations from IWC4 participants, and to identify the people willing to dedicate time and effort to realizing each of these goals. Highlights of some immediate steps being taken by IW:LEARN:

- ◆ Inter-project Learning Exchanges proposals received: several already underway, including one leveraging the power of networking, communities of practice and information management.
- ◆ Participants requested a virtual Innovation Marketplace:  
[http://www.iwlearn.net/abt\\_iwlearn/pns/dialog/iwc4\\_marketplace](http://www.iwlearn.net/abt_iwlearn/pns/dialog/iwc4_marketplace)
- ◆ Support for participation of GEF nutrient management project pioneers in N2007 conference and the establishment of a nutrient reduction community of practice:  
[www.iwlearn.net/nutrientreduction](http://www.iwlearn.net/nutrientreduction)
- ◆ Interest was also expressed for a constructed wetlands community of practice.
- ◆ To address requests for a ‘satellite’ to iwlearn.net to share information and practical experience on adaptation to Climate Variability and Change, IW:LEARN is cooperating with UNDP’s Adaptation Learning Mechanism which is under development
- ◆ Strengthening political commitment to regional cooperation on groundwater management: November 2007 Roundtable on Groundwater management in Southeastern Europe, Africa Governance Process Learning MSP approved by GEF with a component on groundwater and climate.

The overwhelming majority of IWC4 participants see the GEF IWC as a valuable forum for networking and sharing lessons and experiences with peers, and for intra-portfolio learning on successful innovations and key management areas. Recommendations for building on the new participative learning format to improve future IWCs include: more guidance and tutoring for presenters, striking proper balance in getting broad participation and strong technical content and depth. Future conferences should be multilingual. Sessions were asked for dedicated to project managers to work on management and reporting issues, with more attention on societal impacts, social assessment, economic valuation and topics such as ecosystem services. Participant-driven workshops were felt to be extremely useful but too short. Some questioned the need for a plenary exercise summarizing what was learned over the course of the IWC and would have preferred a shorter closing session. It was felt to be important to describe in the orientation materials not only the format for each session but also the objectives and contribution to the overall expected outcome of the conference, thereby providing participants more of a sense of how the IWC outputs will be used by GEF and IW:LEARN. Projects and partners are welcome to contact IW:LEARN at any time: [dann@iwlearn.org](mailto:dann@iwlearn.org), [janot@iwlearn.org](mailto:janot@iwlearn.org), [mish@iwlearn.org](mailto:mish@iwlearn.org), [sean.khan@unep.org](mailto:sean.khan@unep.org)

## IWC4 Evaluation Report

The report follows the following structure:

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*All ratings are from 1 to 5 with 5 being the highest possible score. Number of respondents and corresponding percentages refer to the overall number of respondents to the post-conference survey.*

### Who responded?

Some 79 out of 314 participants in the 4<sup>th</sup> Biennial GEF IWC submitted evaluation forms. Thus, at over a 25% response rate, the results are statistically significant. Most evaluations were submitted at the Conference's conclusion, with some arriving later after further email solicitation.

Responders included:

- ◆ 6 GEF Partner representatives with IW:LEARN affiliation
- ◆ 3 GEF Partner representatives with other affiliation
- ◆ 18 GEF Project Managers
- ◆ 5 GEF Project staff
- ◆ 13 IA Project Team Leader/Members
- ◆ 17 National project Representatives(government or NGO)
- ◆ 6 with other affiliation
- ◆ 12 did not supply an affiliation

### Key Findings/General Sentiments

Overall, participants the 4<sup>th</sup> Biennial GEF International Waters Conference considered the event a success. They found it directly applicable to their work functions, that it helped them learn how other projects are delivering results, that it increased their understanding of innovative methods, and ways to increase project effectiveness. Moreover, it provided enough time for informal networking and an atmosphere consistent with knowledge sharing and communication.

Generally people excited about the new approach, the innovation marketplace and enhanced opportunities to interact with a broad section if the audience. Participants became more evenly split over analysis of the various conference modalities, many of which were newly designed for this conference and rather untested in comparable conference circumstances. In general, they approved of the new interactive approach of the conference with some important caveats.

The new modalities, like conversation tables, while encouraging active participation among all who attended, failed to deliver what many participants considered to be new information or innovative practices. Two schools of thought differ on the merits, with some considering this still of benefit to those participants who are new to the world of IW project management. Still others felt that the leading questions for these events did not encourage the audience to probe deeply enough on the issues. In other words, participants mostly considered the new modalities to be a welcome addition, but with the need for improvement on their usage.

Other key findings include:

- ◆ Almost everyone considered that the 4<sup>th</sup> GEF Biennial International Waters Conference a **success**. Moreover, just six people regarded the IWC a general failure (#1 or #2 level response).
- ◆ Participants felt strongly that the IWC **allowed sufficient time** for informal networking.
- ◆ Next conference should be **multilingual**
- ◆ Strike the proper balance in getting **broad participation and strong technical context/depth** specific to transboundary water learning.
- ◆ Participants wanted more information on **GEF policy and procedures**
- ◆ Besides visibly attracting the most participants the **climate change** clinic earned the highest rating
- ◆ **Arranging breaks in the innovation marketplace** was a good idea. It provided a very conducive environment for networking and information sharing among projects
- ◆ Focus on **interactive breakout sessions** rather than on plenaries was a brilliant decision
- ◆ Conference participants described numerous changes to personal and project-level action strategies as a result of the conference. General themes included increased communication with new contacts, formation of **expert groups** with them, liaison and **knowledge sharing** as a methodology to improve project management.

### Conclusions/Key Recommendations

- ◆ More **guidance and tutoring** of presenters should be done next time, but the very positive aspect is that most presentations were given by projects and governments.
- ◆ Participants encouraged a session **devoted just to project managers** to work on management and reporting issues at future conferences.
- ◆ Participants would like to see more attention on **economic valuation** and its various subtopics like ecosystem services. **Societal impacts** and social assessment also ranked high.
- ◆ Orientation materials described sessions, but did not describe why we were doing things, what the **objectives of each session** were
- ◆ Some table discussions are a good tool to build confidence and trust among participants, but they are **too shallow in terms of in-depth analysis**. Other techniques could have been applied to circumvent this shortfall.
- ◆ Participant led workshops was really useful but yet too short

### Question-by-Question Review (#1-7)

Question	Number of Respondents	Average Response	Ratings
1. How would you rate the overall success of the IWC?	75 (95%)	<b>3.9/5</b>	1(3), 2(3), 3(8), 4(45), 5(16)
2. To what extent is the knowledge you gained through this IWC directly applicable to your current work or functions?	78 (98%)	<b>3.6/5</b>	1(3), 2(3), 3(29), 4(29), 5(14)
3. To what extent did the IWC help you learn how other projects are improving IW project results?	76 (96%)	<b>3.8/5</b>	1(0), 2(4), 3(21), 4(36), 5(15)
4. To what extent did the IWC increase your understanding of innovative methods and techniques for IW project management?	75 (95%)	<b>3.3/5</b>	1(3), 2(7), 3(33), 4(26), 5(6)
5. To what extent did the IWC increase your understanding of ways to enhance your project's effectiveness?	73 (92%)	<b>3.4/5</b>	1(3), 2(4), 3(32), 4(28), 5(6)

6. To what extent did the IWC agenda allow enough time for (informal) networking?	77 (98%)	4.0/5	1(0), 2(6), 3(16), 4(24), 5(30)
7. To what extent did the IWC provide an atmosphere consistent with knowledge-sharing and communication?	76 (96%)	4.0/5	1(2), 2(2), 3(13), 4(32), 5(27)

### Question #7. Further Comments (Comments in relation to Questions #1-7)

Participants were afforded the opportunity to supplement the ratings with additional comments. Many survey respondents offered praise for the new interactive format and the overall conference, but supplemented this with advice. The following represents an attempt to group responses and formulate key recommendations for the next conference:

#### Procedure, Form, Style

- ◆ Chief facilitator role should be less dominant
- ◆ Next conference should be **multilingual**
- ◆ Make it less **noisy** in roundtable sessions

#### Substance

- ◆ Offer **printouts and other materials** on key innovations that need to be conveyed [Experience Notes offer a first step in this direction].
- ◆ The **closing plenary** should be dramatically **curtailed**.
- ◆ In future, the **table hosts** need to be **briefed** about their role in "controlling" conversations at tables this would ensure fruitful discussions.
- ◆ Pre-arrival descriptions of how sessions would be operated might be helpful in future conference. Also an explanation of objectives and how outcomes will be used.
- ◆ Strike the proper balance in getting **broad participation and strong technical context/depth** specific to transboundary water learning.

#### Key Quotes from this Section's Responses

- ◆ "A well organized conference with an innovative and attractive approach that failed to reach as far as it could have due to not reaching far and deep enough in discussions. This is reflected in the very **generic and not at all original "captures"** presented after lunch on Friday (Most of which were obvious and/or platitudes)"
- ◆ The format of the IWC was quite interesting, allowing for informal discussions, visiting booths and discussing with projects and the daily video snapshot was great. However, the **facilitation was uneven**, as some facilitators were more aware of the caliber and expectation of participants than others. Many participants could have been facilitators themselves, which is a reason why the participant-led workshops were such a success. This could have been capitalized on much more, rather than relying on the WBI facilitator so heavily.
- ◆ Way too much review of the conference. The afternoon of the last day was a waste of time. We don't need to reflect on our personal findings about elements of the meeting.

### Question-by-Question Review 8a-8i

*FLD=Focused Learning Discussion*

Question	Number of Respondents	Average Response	Ratings
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8a. Conversation Tables: Governance and Institutions	59 (75%)	3.6/5	1(3), 2(5), 3(16), 4(27), 5(8)
8a. CT's: Sustaining IW Partnerships	52 (67%)	3.3/5	1(6), 2(3), 3(15), 4(25), 5(3)
8b. Working Group Discussions: Governance and Institutions	48 (62%)	3.6/5	1(2), 2(4), 3(15), 4(19), 5(8)
8b. Working Group Discussions: Sustaining IW Partnerships	48 (61%)	3.0/5	1(8), 2(5), 3(17), 4(15), 5(3)
8c. FLD: SAP Implementation and Adaptive Management	29	3.31/5	1(1), 2(3), 3(14), 4(8), 5(3)
8d. FLD: Sustaining Fisheries and Conserving Marine Resources	23	3.6/5	1(1), 2(1), 3(6), 4(13), 5(2)
8e. FLD: Integrating Groundwater Management	19	3.84/5	1(0), 2(1), 3(6), 4(7), 5(5)
8f. FLD: Nutrient Reduction Agricultural and Livestock	21	3.66/5	1(0), 2(2), 3(6), 4(10), 5(3)
8g. FLD: Nutrient Reduction - Constructed Wetlands	20	3.65/5	1(0), 2(2), 3(6), 4(9), 5(3)
8h. FLD: Assessing and Economically Valuing Systems	19	3.78/5	1(0), 2(2), 3(5), 4(7), 5(5)
8i. GEF Policy Dialogue	37 (46%)	3.16/5	1(1), 2(8), 3(14), 4(12), 5(2)

### 8j-k. Inter-project Clinics

Number of respondents: 51  
Average Response: 3.7

Participants generally regarded the clinics quite favorably, granting an average rating of 3.7. The median for this set was #4, indicating strong approval. Some respondents did rate the individual clinics...

Clinic	# of respondents	Rating
Confidence and Partnership Building	1	4
Climate Change	7	3.86
The ABC of the GEF Results Framework and IW Indicators	6	3.72
The ABC of Project Management and Coordination	5	3.60
Inter-governmental Coordination: Communication and Implementation Challenges	2	3.50
Demonstrating and Measuring Societal Impact	3	3.33
Creating and Enhancing Public Participation	3	3.33

Besides visibly attracting the most participants the climate change clinic earned the highest rating relative to the largest number of survey respondents who rated (or attended) the inter-project

clinics. In general, given the overall clinic favorability rating of 3.7, one can fairly say the session could be deemed a success.

#### Substantive Consolidated Comments/Recommendations

- ♦ Ideally the project clinic should be **composed of five to six members** in order that everybody/participant can share their respective experiences, questions/queries.

#### 8I-m-n-o. Participant-Designed Workshops

Number of respondents: 68

Average Response: 3.84

As a data set, it could not be considered fair to make a general statement that the workshops was a success, given that people were returning ratings based on their experiences in individual workshops. However, one can fairly say that the robust 3.83 does reflect overall content with the concept of participant led workshops. In other words, sixty-eight people were fairly well pleased with their workshops.

Workshop	# of respondents	Rating
Lessons Learned in Ecosystem Management in the BCLME Region	6	4.5
Caribbean Regional Dialogue	4	4.5
How to Achieve Wide Dissemination of Key Project Findings	4	4.25
Assessment and Management of LMEs: A Practical Approach for the Next Decade	5	4
Applying GIS and other ICT Tools	3	4
Developing a Public Participation Strategy for the Orange River Basin: the ORASECOM Experience	2	4
Assessment and Synthesis of Lessons Learned in Coral Reef Management	1	4
Hydrogeological Information Management Through IGRAC for Transboundary Aquifer Resources Management	7	3.87
Expanding the Scientific Basis for GEF International Waters Projects	7	3.28
Coordination and Learning Among GEF IW Projects	5	3
Assessment/Monitoring of Transboundary Water Systems as a Tool for Tracking Project Impacts	3	2.66
Global Forum – Strategic Planning to Advance the Oceans Agenda to 2016	1	2

The following workshops were unrated:

- ◆ Integrating Lake Systems Management (60 minutes)
- ◆ Transboundary Diagnostic Analysis and Identification of Hazards Contributing to Environmental Risks (90 minutes)

## 8p. Innovation Marketplace

Number of respondents: 67 (86%)  
Average Response: 4.07  
Ratings: 1(0), 2(0), 3(13), 4(36), 5(18)

The innovation marketplace clearly trounced all other conference modules with the highest rating and the least inconsistency among participants' reflections.

### Substantive Consolidated Comments/Recommendations

- ◆ **Arranging breaks in the innovation marketplace** was a good idea. It provided a very conducive environment for networking and information sharing among projects
- ◆ **Acoustics** not good in the innovation marketplace.

## 8q. "WOW" Website Competition

Number of respondents: 49 (61.5%)  
Average Response: 3.10  
Ratings: 1(4), 2(7), 3(21), 4(12), 5(4)

Participants indicated greater displeasure with the WOW Website competition. Four participants rejected it outright. It should be noted that far fewer evaluation respondents gave a rating to this conference module.

### Substantive Consolidated Comments/Recommendations

- ◆ Website competition badly organized since "voting" was based on a **subjective/partisan basis** rather than on quality/content.

## 8. General Comments

The evaluation form's Question 8 included all the main conference session types, so the general comment session included a variety of comments. The following represents some key comments emerging from these forms.

- ◆ It is difficult to get more than just a **superficial review** of issues in such an **unstructured format**. This is not intended to be a criticism, but to under score the vast number of issues and resources available to project managers.
- ◆ It was hard to get good results because participants had not prepared in advance of workshop. It will be **critical to have objectives and outcomes identified in advance** if we are to use this model in future
- ◆ For the next conference, consider having **fewer topic sessions** with more time to delve into subject matter. This will mean the conference may not be relevant for everyone, so participation may drop off, but could be of higher value for those who do come. Also, give **opportunity to participate in more than one focused learning session** – very frustrating to be stuck in only one and miss others that would be helpful. These sessions (fewer of them) should be run consecutively, or on a rotating repeating schedule.
- ◆ The Jeopardy session was an excellent learning opportunity for IW results indicators BUT it was **too short and not enough explanations** were provided to the audience, many of

- whom were exposed to these indicator types for the first time. Next time, the game and learning process could be more balanced.
- ◆ Not enough time - ambitious agenda - hence **insufficient depth**, although really interesting.
  - ◆ Because **non-English speaker** participants were not accommodated this is not a shared experiences approach.
  - ◆ 'The scientific and technical focused learning discussions need to be revamped so that the presenters are able to jumpstart and lead the discussions with some **technical orientation without the use of powerpoints**, which take lots of time and kill the mood for effective group participation.

### 9a. Clarity of Presentations

Number of respondents: 73 (94%)  
 Average Response: 4  
 Ratings: 1(0), 2(2), 3(14), 4(40), 5(17)

Participants generally deemed the presentations to be clear, awarding a four. In fact, the majority of respondents gave a four on presentation clarity.

#### Substantive Consolidated Comments/Recommendations

- ◆ Still too many presentations **not properly structured** and directly supporting objectives of the sessions - more upstream preparation is needed.
- ◆ Presentations were very uneven, with some excellent and others very weak. More **guidance and tutoring** of presenters should be done next time, but the very positive aspect is that most presentations were given by projects and governments.
- ◆ Too much **on stage dialogue** from master of ceremonies, appeared self promoting.

### 9b. Logistical Arrangements

Number of respondents: 73 (94%)  
 Average Response: 4.18  
 Ratings: 1(2), 2(4), 3(5), 4(30), 5(32)

Participants gave highly favorable ratings to logistical arrangements with 61 people awarding either a four or five to them. At least six people did give highly unfavorable ratings however.

#### Substantive Consolidated Comments/Recommendations

- ◆ Did not **capture innovations** - innovative practices
- ◆ Thank you for pioneering novel approaches one gets out of it what one puts in
- ◆ Focus on **interactive breakout sessions** rather than on plenaries was a brilliant decision
- ◆ The format of **participative framework** of the conference was very useful. This allowed for an early personal contact with many people and **produced effective networking**.

### 10. When you reflect on the four days of the IWC, what are the three key factors that made this a worthwhile experience for you? How did this Conference benefit you, your GEF IW project and/or home institution?

Although some participants related their personal benefits (the quality of LME films), the vast majority of conference attendees offered surprisingly similar comments regarding their experience. Essentially, the three most common factors making the conference beneficial were:

- ◆ Networking opportunities and personal contacts
- ◆ Better understanding of GEF operations, policy, procedures and governance
- ◆ Sharing of knowledge, ideas and experiences

Other participants commented individually on certain conference modalities, i.e. the value of the (informal) innovation marketplace, project clinics and participant led workshops. Still others generally appreciated the new **interactive** format. Other common benefits tend to emerge and are worth highlighting. On a practical level, for many others worthwhile factors included:

- ◆ Opportunities to plan joint activities and brainstorm on new concepts
- ◆ Chance to interact with fellow practitioners facing common challenges
- ◆ Learn about innovative approaches undertaken by other projects

Participants also conveyed a sense of psychological reassurance, of **increased confidence** resulting from a discovery that they are not executing projects in isolation. They appreciated the chance to learn the “broader context” in which they are operating. Topically, some the participants mention they benefited from learning about (among others):

- ◆ Communication techniques and strategies
- ◆ Transboundary diagnostic analyses, strategic action plans and other basin-wide planning modalities
- ◆ Transboundary groundwater management
- ◆ New methods of assessing project impacts

#### **11. What are some of the things that you plan to do differently as a results of your experience in the IWC? What do you feel is the main outcome of this Conference?**

Participants offered a variety of principal outcomes from the IWC4. They reaffirmed the importance of connection formation and newly-found **awareness** of peer ideas, challenges and experiences as an outcome. **Increased cooperation** among project stakeholders also constitutes an oft-expressed outcome. Some more specific outcomes include:

- ◆ Confirmation that technical collaboration precedes political cooperation in a river basin.
- ◆ Closer partnerships within each country and among countries
- ◆ Clarity about how we can cooperate better with other river commissions.
- ◆ Stronger bonds between different IW projects, a feeling that the IW focal area is not dead (or if it is for the GEF, not among the practitioners, governments and others).
- ◆ Instigating discussions among experts from various fields of expertise.
- ◆ A continued commitment to the ecosystems approach and regional programs in IW.

Conference participants described numerous changes to personal and project-level action strategies as a result of the conference. General themes included increased communication with new contacts, formation of **expert groups** with them, liaison and **knowledge sharing** as a methodology to improve project management. Many participants discussed improvements to **project communications** (especially of results) as well as the improved **use of indicators**. More specific followup actions include:

- ◆ Changing how we communicate project results with our own parties
- ◆ Better use of data, information and valuation tools to assist in decision making
- ◆ Strengthen institutional aspects of the project like future management framework to strengthen future cooperation
- ◆ I plan to do IW GIS for my project to share information and knowledge with other projects.
- ◆ Use video material to disseminate results of a project,
- ◆ To use in my further practices the conversation table dialogues
- ◆ Building a community of practice of people involved in projects and institutions involved in transboundary water resource management.

#### **12. What topic(s), if any, would you have preferred to more thoroughly discuss and address at the IWC? What new issues or questions emerged that remain unanswered?**

Participants offered many thorough responses to this question. However, there was also an occasionally expressed sentiment that the conference did not probe its themes deeply enough.

This feeling is captured by this response, "The subjects chosen for discussion at the conference were fine but the process, although innovative and appreciated did not allow thorough discussion on any subject attended hence remaining very frustrating." Significant numbers responded that they would have liked more attention on the topic of **climate change** and **GEF policy and procedures (reporting, mechanisms)**. Participants encouraged a session **devoted just to project managers** to work on management and reporting issues at future conferences.

Other topics can be neatly divided into operational and strategic topics. On the former, participants would like to see more attention on **economic valuation** and its various subtopics like ecosystem services. **Societal impacts** and social assessment also ranked high. People were also interested in ecosystem based approaches and also wanted further exploration in their own basin types. Others included, but are not limited to:

- ◆ IWRM implementation (especially as it applies to certain ecosystem types).
- ◆ Nutrient reduction

On the strategic side projects expressed high interest in the topic of **sustainability** and country commitment. Knowledge and **experience transfer** also emerged as topics of interest. **Governance, transparency** and corruption also appeared to be issues. Monitoring and evaluation and project **impact assessment** are also issues. **Sustainable financing** also proved to be of interest. Finally, participants also wanted to see more discussion of **private sector partnerships**.

### 13. What topic(s), if any, do you feel were unnecessary to explore at the conference?

Respondents offered fewer contributions to this section. They generally blasted the **partnerships** conversation table/working group session. This came however, with the caveat that they were not panning the topic but both the modality of the conversation tables and moreover, the leading questions and the depth level of the discussion. This reflected a broader sentiment among participants that the new conference modalities constitute a major improvement, but that they need to be modified. It also reaffirmed another feeling, that many felt the discussions were too vague and short on concrete innovations and practices.

### 14. Did you feel adequately prepared for the Conference? Was there sufficient information provided in advance?"

Participants responded overwhelmingly favorably to this question, responding yes some 43 times. In terms of critique, the comments can be neatly divided between those participants who clearly did not receive the outreach prior to the conference (or did not understand the purpose of the pre-conference survey) or those who offered substantial recommendations. Of the latter set, the following issues emerge:

- ◆ Participants wanted more guidance on what papers to bring for discussion
- ◆ People would like conversation table leading questions distributed in advance
- ◆ Orientation materials described sessions, but did not describe why we were doing things, what the **objectives of each session** were
- ◆ Supply a list of participants in advance
- ◆ The webpage could be improved substantively
- ◆ Lack of translated background materials

### 15. What advice can you give IW:LEARN to improve assistance or services to your project?

People offered a diverse set of responses to this question. Some in fact, offered unconstructive responses without any substance. However, the IW:LEARN project did receive new and deeper mandates from participants. Some people wrote further conference design recommendations here, which are incorporated elsewhere in the report. Otherwise, the recommendations fall into

website improvements and then more general project service development. The following list includes recommendations for the project website:

- ◆ Create **online tools that pick up the outcomes** of the conference > How to....clinics outcomes
- ◆ More proactive sharing of information, more **examples of reports** (PIR/APR), GEF IW Template assistance in completion
- ◆ [Post documents on] procedures to allow early implementation of projects
- ◆ How to **develop a project** to be funded by IW GEF
- ◆ Continue linking up different IW projects - including providing necessary technical support where necessary
- ◆ Update the lwlearn.net more regularly
- ◆ **Actively approach** projects and ask them for news, results, etc... Most of the time project teams are too busy to think of promoting their own achievements.
- ◆ Include in your communications: number of hits on IW:LEARN website, most popular download, and other similar information which might encourage projects to provide information and produce knowledge.
- ◆ **More detail** on GEF projects on website
- ◆ **Localized knowledge sharing tools** like D-List
- ◆ **Case Studies**

The following recommendations are more general to the overall project:

- ◆ **Codify experience shared** so that it can be useful to others beyond simple project specific stories.
- ◆ IW:LEARN indeed doing a nice job. But still there is room for improvement, preferably in **networking** and to bring the product to more people of various backgrounds and **languages**.
- ◆ Development/formulation of **localized training manuals/guidelines** for project proposal development, monitoring, evaluation and performance **indicators**.
- ◆ Based on conference findings, **identify key areas or Top 10 questions** where specific information, best practices, guidelines could be obtained
- ◆ **Better dissemination** of project best practices
- ◆ Get a **place for every IW Project** in IW:LEARN
- ◆ Encourager les permission du travail entre projets GEF en vue d'échange allessperences specificques qui ne perventions etre tous traiter dart cette conference
- ◆ A website with a room for discussion is good but I think it is sometimes useful to send some kind of survey to people through email in a **specific topic** (for example) to maintain/sustain interaction or to make up some ???
- ◆ **Promote workshops** for transferring of lessons learned
- ◆ Promote the **preparation of learning material** of wider use for teaching at all levels (schools, universities)
- ◆ Some more **professional facilitation** with smaller sessions can increase participation and effect means
- ◆ Perhaps a **reminder email** from IW:Learn periodically (once a quarter?) reminding of what services are available, what materials have been recently uploaded on the website?
- ◆ Encourage project **managers to advertise IW:Learn assets to country teams**, e.g. by putting links on project websites and/or highlighting new info or specific topics where there are good materials
- ◆ Consider developing **diploma/degree programmes** in IW-related topics such as economics
- ◆ The first point of business is to produce an **executive summary of the outcome** of the conference as well as to have polished notes from the sessions, which can then become experience notes.

## 16. Do you have any other comments, suggestions or concerns to express to the GEF?

A significant portion of responses here were aimed at the conference's design or to the IW:LEARN project itself. These have been partially condensed out.

- ◆ GEF to encourage **single IA** and continuity of desk officers at IA
- ◆ GEF seems to organize this conference to be able to meet projects but the focus should not be GEF-oriented, but **participant oriented**.
- ◆ It was clear that there are various concerns about inadequacies in GEF process (slow, cumbersome, RAF), but it was not clear that there is any **mechanism or commitment to respond** to these problems
- ◆ Decisions on budget reduction should be communicated to stakeholders at the appropriate levels
- ◆ Not enough **contrition and self-introspection in explaining transition to new GEF**. Continue to sense a huge detachment between UNDP-GEF and NY and the projects in the field.
- ◆ Ensure the **commitment** to projects is long enough.
- ◆ More clarity sooner on new GEF please! GEF should consider **mechanisms for provision of initial project development** for IW projects prior to submission of concepts.
- ◆ Include in projects long term, strategic tasks for capacity building to want the **sustainability** of those GEF projects
- ◆ The current uncertainty regarding new projects is a huge frustration to grantees and IAs, but everyone knows that. GEF runs the **risk of becoming irrelevant** as the cost of doing business with it outweighs the benefits.

With regard to the conference, participants had the following rich comments on this IWC and recommendations for the next:

- ◆ The whole IWC4 focused too much on process with **insufficient dedication to content** hence the outcome for participants remained far too superficial.
- ◆ Need **professional facilitation and professional rapporteurs** to allow participants to participate fully.
- ◆ Reflective videos could have been more usefully used if the gist of the day had been presented - otherwise it is a kind of propaganda
- ◆ Need to select **real doctors** for clinics to be useful. Our doctors was not real and hence questions remained unanswered.
- ◆ Jeopardy - great but **too fast to be an educational tool** hence should have handed out the measured list of indicators with exact answers to the audience for them to take home as "educational material". "
- ◆ The Biennial IW Conference definitely needs to be continued! No other event brings together people from so different projects and levels > useful!
- ◆ I should consider **simultaneous translation** into Spanish and English! I invited people from the project that didn't come for this reason.
- ◆ More 'structure' and **advanced warning of key topics**. Structure does not mean series of Powerpoint presentations but to give participants time to think about topics before meeting.
- ◆ **Reduce discussion clinics** - too monotonous and people missed a lot of them
- ◆ Some table discussions are a good tool to build confidence and trust among participants, but they are **too shallow in terms of in-depth analysis**. Other techniques could have been applied to circumvent this shortfall.
- ◆ Apart from delegates coming from project management offices (units), also **government delegates** should be invited to future meetings.
- ◆ Produce and show that **films on all GEF projects tasks** at the next conference.

## Comparisons to past IWC's

The first two Biennial GEF International Waters conferences did not produce evaluation summaries. The 2002 Conference in Dalian, China did produce a needs assessment. The last most recent conference occurred in 2005 in Salvador de Bahia, Brazil. The evaluation summary there offered some common questions on which can roughly (very roughly) compare the two events. In the areas where comparison is possible, the IWC4 was overwhelmingly considered an improvement over the IWC3.

Question	2007 Cape Town	2005 Salvador
Response Rate	79/314 (25.2%)	96/293 (32.7%)
Overall Conference	3.9/5	3.0/5
Logistics	4.18/5	3.4/5
Networking Opportunities	4.0/5	3.3/5
Exhibit Area (Innovation Marketplace)	4.07/5	3.2/5
Knowledge Gained	3.6/5	2.8/5
Exchange Innovations	3.3/5	2.8/5
Informal Discussion Time	4.0/5	2.6/5

## Summary Report from the Inter-Project Clinics Session

### Introduction

This document summarizes reports emerging from several inter-project clinics at the 4<sup>th</sup> Biennial GEF International Waters Conference (IWC). The clinics represented another example of the redesign of the IWC to reflect a more interactive and needs-driven knowledge sharing format.

This particular conference session centered on a format that envisioned session leaders, called doctors, seated with small groups of participants to lead question and answer sessions on highly specific topics of interest to IW project managers. The clinics were intended to be mini-workshops featuring assistance for project management, performance, and impact, based on participants' indications of their projects' greatest challenges. A needs survey, launched online prior to the conference aimed to capture both the topics of interest, as well as identify doctors with specific expertise among IWC participants, as well as seek to estimate interest in the given topics. The survey itself can be viewed at <http://www.iwlearn.net/iwc4survey>.

Results from roughly one quarter of registered participants were then grouped and ranked both by available expertise and apparent interest. Thus, the top ten topics constituting each clinic emerged through a highly participatory and needs-driven process. At the IWC itself, doctors were invited to lead groups based on their individual responses. Posters for sign-up will also be posted at the reception desk with clinics topics and teams, and information on assigned rooms, times and locations will be distributed the day before the clinic session.

Each clinic represented an example of colleagues training their peers in a participatory, more informal small working group format. Although the overall theme was achieving results and measuring impacts, clinics covered a broad range of themes. By far, the clinic covering climate change adaptation and international waters projects generated the greatest interest. Readers of this report may note inconsistencies in reporting. This stems in part from less well-defined session objectives, conveyed to doctors and rapporteurs belatedly. That notwithstanding, the clinics earned highly favorable ratings in evaluations submitted by a significant percentage of participants.

### Key Recommendations, Outcomes Conclusions

- ◆ Attempt to change and/or **harmonize policy** at national levels to accommodate transboundary IWRM
- ◆ Use **replication strategy** as a way of measuring progress.
- ◆ The important of **articulating real benefits** (i.e., by demonstration real change) to stakeholders of their participation to overcome apathy and avoid participation fatigue.
- ◆ Participation needs to be **integrated** into the project planning and execution and not take place "on the side"
- ◆ Create opportunities for **demonstrating benefits** to stakeholders at local level and scaling up
- ◆ Policymakers need to know what other countries and basins are doing. Therefore an adaptation **clearing house** is needed, set up perhaps as a satellite of IW:LEARN, for knowledge sharing on:
  - eg. adaptation strategies (database of studies), key sectors for national studies/assessments of resilience capacity
  - types of technologies, including infrastructure and agricultural practices that are being tried
  - types of risk management approaches, including security funds, insurance schemes, new infrastructure specifications
  - information from private sector and universities

- ◆ GEF could support **development of sound methods** for integrating climate change into water resources planning, design and management
- ◆ **Promulgate guidelines** on how budgets should be developed
- ◆ Improve inadequate knowledge of **how indicators are produced**, or how they are implemented.

## Clinic by Clinic Review

### 1. The ABC of the GEF Results Framework and IW Indicators

Doctor(s): Tracy Hart, World Bank, thart@worldbank.org  
 Nicolas Kotschubey, World Bank, nkotschubey@worldbank.org

#### Discussion Summary

- ◆ GEF policies and procedures
- ◆ Differences between GEF terminology and that of others
- ◆ Ability of project leaders to influence high-level government officials
- ◆ Role of GEF focal points
- ◆ Contradictory national data
- ◆ Setting indicators in the absence of data
- ◆ Translating program-level indicators to project level

#### Anyone's problem solved?

Q: How do you translate specific project indicators into generic Strategic Priority indicators so that GEF can "roll them up"?

A: It is useful to make a "shadow" table to include as an Annex in your GEF documentation which maps the project logframe to the GEF OP/SP generic indicators requested to report on, so as to give GEF an explicit road map to use to should those involving in logframe design leave the project.

Q: The TDA/SAP phase 1 projects often include Parliament approval of the TDA as a key indicator for moving from Phase 1 to Phase 2 (SAP implementation). However, in design phase, this indicator is often underspecified in terms of the amount of time and financing it takes to get TDA approval through multiple countries in Parliament. How can a project jump or otherwise bypass this hurdle?

A: This is a difficult question, and not directly related to results frameworks/indicators. Most GEF CTAs/project managers responsible for delivering on this are not politicians, and this is a political-based outcome. One piece of advice is to bring in the GEF focal point to help deliver on this. Another is to convince ministerial parties and governments that this is their outcome to deliver and not the PMU's. (Peer-to-peer assist aided by Dnipro Basin)

Q: How and when can we expect agencies to move towards a consolidated use of the same terminology?

A: The GEF Evaluation Office has commissioned a study on the framework/indicators terminology across all implementing and executing agencies. An initial recommendation of the study is the adoption of OECD terminology as a common framework.

Q: How do you translate generic GEF project indicators into specific project- or program-based indicators so that countries can own them and adopt them through and beyond the lifetime of GEF funding?

A: (i) Only choose the subset of them that apply to your project (ii) Tailor them as specifically as possible to your ecosystem (iii) Supplement them with additional indicators outside the GEF IW framework if suitable.

Q: What do you do if basin-level baseline data is “true” and national-level baseline data is “suspect”?

A: This may appear to be an indicators issue, but it is a trust-building exercise waiting to happen. The first step is to start with a consultation mechanism for data standardization for technical staff across the relevant national ministries. Then each country has to provide a means for input into a regional-level mechanism. The basin level institution builds a basin-level model with basin-level data that provides some independent means of data verification. Once this basin level model is developed in parallel with the basin-level trust-building exercises, both capacities are transferred up to decision-makers. (Peer-to-peer assist aided by Nubian and Luellmeden Aquifers)

Q: How can different countries have access to basin-level indicators and data, as well as each other's data?

A: A joint (ecosystem-based) authority can build a mechanism that allows access to be able to share data. This can be through a monitoring network or databank that is either a pre-existing or new mechanism. Often GEF projects add new layers (socio-economic and environmental impacts) to an existing regional hydrological database and increase regional willingness to share such data. (Peer-to-peer assist aided by Nubian Aquifer)

Q: How can national and regional levels intersect in developing indicators for a project?

A: One such example is to use the ecosystem institution to employ national-level staff whose responsibilities include, in part, roles as links for M&E cooperation from the focal Ministry from their respective countries. In the case of the Niger River Basin, the Executive Secretariat hosts a GEF Focal Point from each of nine countries, who represents the Ministry of Environment from each country, and can link back into the MoE M&E system in that country in term of fostering M&E cooperation in the development of long-term indicators for the basin. (Peer-to-peer assist aided by Niger River Basin)

## Recommendations

- ◆ The group would like **greater funding** by GEF to **establish baselines**
- ◆ Ensure broad stakeholder involvement with the development of indicators; in particular technical experts
- ◆ Allow GEF indicators to be tailored to specific situations
- ◆ Consult the following background materials:
  - “Monitoring and Evaluation Indicators for GEF International Waters Projects”, Monitoring and Evaluation Working Paper number 10, November 2002
  - Focal Area Strategy for GEF International Waters (draft 8), June 2007
  - GEF Evaluation Office paper on harmonization of indicator terminology across GEF implementing and executing agencies, Aaron Zazueta as reference
- ◆ Project-level indicators should **contribute to program-level** or regional-level indicators
- ◆ To facilitate M&E, incorporate your M&E into a **bigger (national) M&E** program.
- ◆ Don't use **too many** indicators
- ◆ Include launch workshop at operational level to disclose logical frameworks to clarify each role as there is a grey area sometimes between outcomes and outputs
- ◆ If no baseline exists, the objective could be to establish a baseline, and the indicator could be “baseline established” (a *process* indicator)
- ◆ Lack of data should not stop you from doing a project

## 3. IWRM Implementation and Measuring Progress

Doctor(s): Felix Monggae, Global Water Partnership, ceo@kcs.org.bw  
Weiguo Zhou, World Bank, wzhou@worldbank.org

## Discussion Summary

- ◆ When and how to implement IWRM?
- ◆ How to define it (Global Water Partnership vs. alternatives)?
- ◆ Varying or incompatible legal frameworks
- ◆ Insufficient focus on environmental stress indicators
- ◆ Lack of data sharing
- ◆ Establishing proper bodies for IWRM implementation.
- ◆ Importance of lobbying key actors to recreate an enabling environment for technicians to work in.
- ◆ Lack of benchmarks to measure the progress of IWRM implementation.
- ◆ The possibility of using such principles as “equity”, “efficiency” and “environmental protection” as indicators?

#### Recommendations

- ◆ Formulate a **database of case studies**, both successes and failures, to construct knowledge base. (www.iwlearn.net offers such a location, along with the IW Experience Note program).
- ◆ **Process indicators** are very good starting points to measure progress. Stress indicators are good, but should be secondary.
- ◆ IW:LEARN should organize a **conference on IWRM indicators**.
- ◆ **Agree on the baselines** first, for all participating countries involved, before implementing IWRM. It may be qualitative but it’s important.
- ◆ Attempt to change and/or **harmonize policy** at national levels to accommodate transboundary IWRM
- ◆ Indicators should include **human resources** and institutions.
- ◆ Use **replication strategy** as a way of measuring progress.

#### Personal Followup Actions

- ◆ Sameh Afifi (of the UNDP Arab States office) proposed a follow-up action. They will host a program “Preparatory Assistance for Water Governance” (involving 22 countries). Sameh will offer invitations to all clinic members. CAP-Net also offered assistance.

### 4. Demonstrating and Measuring Societal Impact

Doctor: Hajanirina Razafindrainibe, SAGE-Fampandrosoana Maharitra (Agulhas and Somalia LME Project), hajaniry@yahoo.fr

#### Discussion Summary

- ◆ How to make an international project fruitful in terms of poverty alleviation and revenue generation
- ◆ How to make population interested and involved in environmental issues
- ◆ How to measure social impacts. Participants reviewed the many kinds of societal impacts that exist (creating complexities to have standard indices) and difficulties in setting boundaries. Other aspects include:
  - a. Capacity building
  - b. Strategies
  - c. Change of behavior
  - d. Policy
  - e. Sustainable structures
  - f. Ownership
  - g. Empowerment
  - h. Legal institutions
  - i. Level of income (not monetary but could be quality of life such as education, health etc)

## Recommendations

- ◆ Projects should measure changes in societal impact based on **human development indices (HDI)**, which exist in all countries as a baseline to measure such impacts.
- ◆ Communities targeted by projects should be **measured separately** from the general population, so as to highlight changes that have taken place, otherwise they will be obscured within the national statistics

## 5. Creating and Enhancing Public Participation

Doctors: Jessica Troell, Environmental Law Institute, [jtroell@eli.org](mailto:jtroell@eli.org), Mary Matthews, Tethys Consultants, [mary.matthews@tethysconsultants.com](mailto:mary.matthews@tethysconsultants.com)

## Discussion Summary

Participants shared their experiences and challenges related to implementing public and stakeholder involvement in international waters projects. Specifically, participants raised the following issues:

- ◆ Levels of **trust** among stakeholders, particularly when members of the public feels that government has a hidden agenda.
- ◆ NGO **credibility** can be an issue that impacts public involvement when they are used as representatives of stakeholders for project purposes
- ◆ Lack of willingness to **share government-held information** with stakeholders.
- ◆ Public participation takes a long time and requires resources that are not always available in GEF IW projects.
- ◆ There is an issue when the government (or other institution) raises stakeholder **expectations** of being involved and then doesn't follow through.
- ◆ Need for effective **media relations**.
- ◆ Lack of ownership when participation is at the level of information dissemination or even consultation. There is a need to involve stakeholders and the public (both) meaningfully and **create mechanisms** for incorporating and using feedback from stakeholders into the project planning and implementation.
- ◆ Quantitative indicators do not accurately capture the quality of participation – there is a need for **qualitative/descriptive monitoring** and evaluation approaches.
- ◆ The importance of **articulating real benefits** (i.e., by demonstration real change) to stakeholders of their participation to overcome apathy and avoid participation fatigue. This can be more difficult at the international level and pilot or demonstration projects have been effective in overcoming that challenge.
- ◆ Participation needs to be **integrated** into the project planning and execution and not take place “on the side”
- ◆ There is a need to avoid top-down participation, imposing structures and capacity-building or training initiatives on stakeholders.
- ◆ Local stakeholders have relevant knowledge that should be used by projects
- ◆ Involving stakeholders/community into project implementation at local level raises awareness of issues and builds capacity
- ◆ Corruption affects poor stakeholders disproportionately
- ◆ Need to adjust “level” of participation at different times throughout project

## Consensus on Statements, Approaches

Participants generally agreed on the challenges and issues that were raised.

## Anyone's problem solved?

Participants made suggestions to address the issue of **sharing information**. Where civil society is credible to the public, it was suggested that government work with NGOs to work with communities/the public. This can **build credibility** of government when associated with successful interventions. It was also suggested that legal frameworks are often created through GEF projects that contain information-sharing requirements.

## Recommendations

Many of the recommendations are provided in the “issues discussed” above.

- ◆ Provide **funding directly** to other stakeholders (private sector, NGOs, etc.) to implement parts of the project
- ◆ Provide **more funding** for public participation
- ◆ Work with **general public** as well as project stakeholders
- ◆ Create opportunities for **demonstrating benefits** to stakeholders at local level and scaling up
- ◆ Include more stakeholders in project **steering committee** and other project-related institutions
- ◆ Make better use of **stakeholder knowledge** in projects, particularly in defining issues to be addressed
- ◆ Need for more **qualitative (and better quantitative) indicators** for monitoring and evaluating implementation of public participation

## 6. Confidence and Partnership Building

Doctor: J.B. Collier, World Bank, jcollier@worldbank.org

### Discussion Summary

- ◆ **Stakeholder engagement and capacity building** is vital to instill confidence in all sectors i.e. from the rural farmer right up to the government officials.
- ◆ Lack of confidence amongst black South Africans, even when educated can often be attributed to cultural issues
- ◆ Issues relating to and affecting confidence on a personal level:
  - Confidence in appearance
  - What do I know? What knowledge do I have?
  - Challenges to respond (when questioned)
  - Confidence that is inherent in an institution and therefore “rubs off” onto members/employees
  - Confidence due to no longer being able to deal with a certain situation/ lifestyle conditions
  - Building confidence at tertiary institutions vs. what happens at home
  - In South Africa, there is a hierarchy of confidence relating to:
    - Class
    - Race
    - Gender
    - Ethnicity
    - Culture

### Recommendations

Experience in the Nile Basin suggests good practice includes:

- ◆ Identify the **target audience**
- ◆ Work with them to get them involved
- ◆ **Identify benefits** for the different stakeholders
  - a. For themselves

- b. For their institution / country
- c. For their people
- ◆ Bring people 'to the table' and engage them
- ◆ Be mindful of the **time factor**: long term process
- ◆ **Applied learning** builds confidence (South African experience)

## 7. Climate Change and Adaptation in GEF International Waters Projects

Doctor(s): Mark Smith, IUCN, mark.smith@iucn.org, Rafik Hirji, World Bank, rhirji@worldbank.org

*Climate change adaptation was a popular topic, indicating high demand for information and support on the issue among IW projects.*

### Discussion Summary

Climate change is expected to alter water availability and use across the world in a significant and complex ways. It is a major global challenge with implications across GEF's multiple focal areas (E.g., Climate Change and International Waters) and needs to be addressed adequately by recognizing and addressing those linkages. Major changes in precipitation, evaporation, temperature, soil moisture, runoff, infiltration, glacial melt and water quality are forecasted to result from global warming. In some parts of the world, those changes are already occurring. Warmer conditions will also alter water use patterns and impact water demand (for irrigation, hydropower, industry, domestic, environmental and other uses). Sea level rise will affect coastal supplies through increased saltwater intrusion into coastal aquifers.

Participants identified challenges posed by climate change. There was interest in both how best to respond to current or future climate change impacts and in how to integrate climate change into project designs, assessments and management.

Impacts raised included:

- ◆ what are effective responses to **saline intrusion** of groundwater – eg in Tanzania?
- ◆ how to plan for and support **community coping strategies** for more frequent floods and droughts – eg in Zambia?
- ◆ how to adapt to increased **glacier melt** and eventual decline of glacier runoff – eg. in the Andes and Hindu Kush-Himal?
- ◆ how to **assess vulnerability** and what sectors have the highest priority – eg. in the Caucasus?
- ◆ how to **manage use conflicts** between agriculture, fisheries and livestock herder driven by drastic decline in rainfall – eg. in the Lake Chad basin?
- ◆ how to manage **impacts on fisheries** such as shifts in species distributions and changes in abundance – eg. in the Benguela LME?

GEF and project issues raised were:

- ◆ NAPAs are done at national level, but adaptation is best implemented at basin and community levels, and for IW action plans **need to be trans-boundary**. There is often a mismatch in priorities and NAPAs can be inadequate for use in basin assessments and action plans. As a result, requirements to include adaptation in IW projects end up as ad hoc actions. GEF projects therefore need support and access to tools for use in vulnerability assessments.
- ◆ **Information and data** on climate change impacts is never good enough. Uncertainty increases as scale diminishes. How do we cope with uncertainty?
- ◆ Policymakers need to know what other countries are doing. How do we **access experience** and information from other basins, LMEs or countries?

- ◆ What is the **role of GEF** funding in adaptation? A lot of adaptation will be done by local people – eg. changes in farming systems to better cope with drought. The role of GEF is then as an enabler of adaptive capacity (knowledge, technology, finance, policy, institutions...). Also though, some adaptation will take place at larger scales and involve direct intervention by governments in building infrastructure, or moving populations. The role of GEF might then be to mitigate environmental impacts.
- ◆ Restriction of GEF to funding of incremental global benefits may be a constraint in many circumstances. Benefits of adaptation will often be very local, so **what is eligible** and what is not?
- ◆ Increased frequency of floods and droughts and sea-level rise mean demands for new infrastructure will grow – eg. **more storage** is needed. GEF has a role to play in making sure new infrastructure is designed and operated to minimize environmental impacts. Also, assessments of infrastructure needs must have a broad view of infrastructure – eg. lakes, aquifers, wetlands and the condition of the basin. Thus, some investment will be in restoration and management of ecosystems goods and services in river basins.
- ◆ Mitigation is dealt with by Kyoto. **Adaptation** needs to be raised to the same level, with a global framework for enabling and resourcing adaptation.

#### Anyone's problem solved?

- ◆ We must **adapt** to increasing frequency and amplitude of extreme events, including floods, droughts, sea-level rise and sea temperature increase and fluctuations.
- ◆ Need to raise the priority of adaptation, make it equal in urgency to mitigation
- ◆ Adaptation best planned and implemented **at basin (LME) and community levels**
- ◆ Infrastructure planning and investment needs to **integrate multiple-use management** of basins and ecosystem goods and services.
- ◆ **Capacity building** in adaptation and knowledge sharing are urgent priorities for GEF projects.

#### Recommendations

- ◆ Policymakers need to know what other countries and basins are doing. Therefore an adaptation **clearing house** is needed, set up perhaps as a satellite of IW:LEARN, for knowledge sharing on:
  - eg. adaptation strategies (database of studies), key sectors for national studies/assessments of resilience capacity
  - types of technologies, including infrastructure and agricultural practices that are being tried
  - types of risk management approaches, including security funds, insurance schemes, new infrastructure specifications
  - information from private sector and universities
- ◆ Capacity building is needed in GEF projects and among partners. Priorities are 1. **assessment of vulnerability** and effective adaptation strategies and 2. **risk management** and planning with uncertainty.
- ◆ Effective adaptation will require adequate ability to translate global information and forecasts generated from the Global Circulation Models to the needs to river basin planning and water utility and infrastructure design. The inability to accurately scale down global information to the needs of a particular river basin or water utility remains the most fundamental challenge facing effective adaptation in water resources today.
- ◆ Demands for development of hard **infrastructure** as an adaptation response to climate change impacts on water will grow louder – and probably soon. Through IW projects, GEF should ensure that needs assessments incorporate ecosystems goods and services (lakes, aquifers, wetlands, floodplains, mangroves...) and investment in ecosystem restoration or management is used as an option where appropriate.

#### *Additional Recommendations to the GEF*

- ◆ GEF should develop a **coherent adaptation strategy** across its multiple focal area (starting to the CC and IW focal areas)
- ◆ NAPAs should be complemented by more comprehensive **Transboundary Adaptation Programs of Actions (TABAs)**
- ◆ GEF could support **development of sound methods** for integrating climate change into water resources planning, design and management
- ◆ GEF could play a role of **compiling globally available information** and develop adaptation guidelines and toolkits for key sectors that could be used by recipient nations
- ◆ GEF could **support development** of water resource management capacity and institutions that can integrate climate change into water resources planning, design and management decision making
- ◆ Raise priority of adaptation **equal to mitigation**
- ◆ **Mainstream adaptation** into IW and other focal areas
- ◆ **Integrate groundwater** into surface and coastal area water resources management; include groundwater storage and recharge management as adaptation mechanism (vs. dam/surface storage subject to increasing fluctuation in evaporative losses)

## 8. The ABC of Project Management and Coordination

Doctor: Chaminda Rajapakse, FAO (Okavango River Project), chaminda\_rajapakse@yahoo.com

### Discussion Summary

*Managing Management Costs:* the issue raised was how to reconcile high administration demand while keeping management costs low. Including high management costs was not politically feasible but beneficiaries and donors have high administrative demands on projects. A participant provided an example of a coastal tourism project between Kenya, Tanzania, Mozambique and Seychelles, Madagascar and France implemented by the World Bank where the solution was to **appoint one country** (Kenya) to supervise the regional management unit thereby reducing management costs. National components are managed by government servants. The project estimates only 10% as management costs. Regional Management Unit disburses to National Management Units but the NMU is accountable to the Donor through project agreement. On the technical each country leads a thematic (tech) area and coordinated that tech area.

*Maintaining motivation:* How do you get all the partners interested and motivated to work together? So that everybody shows the **same level of commitment** and motivation? They have to be convinced. At the regional level you need to **appeal to the priorities** of the state. Within the national level you have to appeal to the stakeholder. You need to indicate the relevance if the sector is not considered to be relevant then may be an issue in securing buy-in. There should be no arm-twisting.

Is there a problem when some countries are not piling their weight, how do you get the other countries to push the non-performers? Example from the East African coastal tourism project: We create a mechanism where the money is not divided up to the different countries. The money is one central location and the disbursed on an activity and performance basis.

*Project design:* When designing projects we hired a consultant who was imminently familiar with the UNDP GEF process. This expedited the process. When deciding on implementing agencies you have to look at the requirements of the project and choose accordingly.

CATCH 22: Lack of a project manager to manage funds, lack of funds to hire a project manager. Solved in innovative ways

*Product delivery:* How do you **ensure timely delivery** of products? If you have a project directly executed by the country then you might experience higher delays. The **executing agency can act as a barrier** on conflicts between nations. i.e. the executing agency can refer to internal

legislation. Also you have to consider the reasons for the delay. Could be personal or could be capacity. Then you need to address the problem, **change personnel or develop capacity**. Peer pressure works, if the problem is highlighted in a regional setting then the issue may be resolved.

You need to cultivate **high-level buy-in and a champion**. Need to brief and inform ministers.

*Co-finance*: How do you get co-finance, and how do you account for it? It is usually in-kind. GEF disburses 100%.

Reporting on co-financing especially **using a template**, using a per-capita fee on people's time. **Need a model** on co-financing reporting. We have issues since both UNDP and UNEP require reporting on co-financing but there is no format to do so. There was no resolution nobody had a template per se but we did share experience.

In some cases we can directly estimate. In some cases we can infer from the departmental budgets. Or we can estimate and be creative. But generally the instructions and requirements on reporting to GEF are confusing and **conflicts with the requirements** of other partners including the implementing organizations.

## 10. Building Public-Public and Public-Private Partnerships

Doctor: Richard Paisley, University of British Columbia, paisley@law.ubc.ca

Discussion Summary

Consensus on Statements, Approaches

Anyone's problem solved?

Recommendations

Personal Followup Actions

## 11. Inter-governmental Coordination: Communication and Implementation Challenges

Doctor: Ivan Zavadsky, Black Sea - Danube River Strategic Partnership, ivan.zavadsky@unvienna.org

Discussion Summary

### *Discussion Questions*

- ◆ How do we look to work with the **established institutions** when political leaders (government leaders) hinder progress?
- ◆ Need to seek to establish and **strengthen relationships** between countries (bilateral agreements)
- ◆ How do we insure cooperation for non-**parties/countries**?
- ◆ How do we go about addressing the **issue of equity in sharing** of funds?

Recommendations

- ◆ Multi-lateral establishments should not undermine/undo bilateral agreements except in certain situations e.g. Nile Basin

- ◆ Different countries need different solutions
- ◆ If you have a solid commission then it is easier to have representation.
- ◆ Countries should be **given accompanying measures** to build up on project success.
- ◆ Projects should be **proactive** to influence progress.

*How do we insure cooperation for non-parties?*

- ◆ **Ministry of Foreign Affairs** needs to be approached
- ◆ Project officers need to **work with technical** officials.
- ◆ Clear **division of responsibilities** needs to be established.

## 12. GEF Policy Talk

Doctor(s): Peter Bjoernsen, GEF, pbjoernsen@thegef.org, Andrea Merla, GEF, merla.andrea@gmail.com, Christian Severin, GEF, cseverin@thegef.org

### Recommendations

1. Discipline the system through **follow up**
2. Designate roles (Council members, CEO)
3. **Promulgate guidelines** on how budgets should be developed
4. Ensure that projects are implemented within the **shorter time period**
5. **Review sustainability** of projects.
6. CEO should **consult with Council** instead of taking unilateral decisions.
7. Follow the **stipulation of donors**.
8. Address the role of core financiers towards endorsement of projects.
9. Explain how, in cases where council membership rotate, how does GEF help in information dissemination?
10. Overcome the difficulty for the agency to break the **political bottlenecks**.
11. Reduce the **time lag** between a PDF and reception of funds. (3 years). Suggestion – reduction of the required documents. Time can be reduced to 22 months.
12. Improve indicators of reviewing the decision of RAF
13. Improve inadequate knowledge of **how indicators are produced**, or how they are implemented.
14. **Define country allocation** and how to handle it. How to determine the percentages of money to be given to countries where biodiversity issues or water issues are involved.
15. Explain how issues related to **country capacity** to fund their project be addressed.

## Annex 1. Agenda of the 4<sup>th</sup> Biennial GEF International Waters Conference

### Pre-Conference - Sunday, 29 JUL and Monday, 30 JUL

#### GEF-IW:LEARN Workshop on Economic Valuation for Large Marine Ecosystems

Location: The Commodore Hotel

### Day 0 - Monday, 30 JUL

- 14:00-20:00 **Innovation Marketplace – Exhibit Center Set-Up**  
Location: Cape Town International Convention Centre
- 16:00-18:00 **Participant Arrival and Registration**  
Location: Arabella Sheraton Hotel
- 18:30- **Informal Gathering and Welcome**  
Location: Marimba Restaurant, Cape Town International Convention Centre

### Day 1 - Tuesday, 31 JUL

- 09:00-09:30 **Welcome Address**  
Location: Auditorium 2  
Master of Ceremonies: Janot Mendler de Suarez, Acting Director, GEF-IW:LEARN
- Introduction by the GEF Secretariat and Opening Remarks by the South African Government**  
Alfred Duda, Senior Advisor, International Waters, Global Environment Facility (GEF)  
Honorable Minister Marthinus van Schalkwyk, Department of Environmental Affairs and Tourism, South Africa
- 09:30-10:15 **Introducing the New GEF and Your IW Conference**  
Location: Auditorium 2  
*The GEF Secretariat will share new GEF IW strategy and policies affecting projects. IW:LEARN introduces how this conference's aims and remarkable format address crucial challenges expressed by participants.*  
Alfred Duda, Senior Advisor, International Waters, GEF  
Janot Mendler de Suarez, Acting Director, GEF-IW:LEARN
- 10:15-10:45 **Networking Break**  
Location: Innovation Marketplace
- 10:45-11:25 **A Vision for International Waters**  
Location: Auditorium 2  
*Two advocates, leaders, and champions of International Waters management present inspiring visions (freshwater and marine) of common purpose regarding shared management of transboundary waters, and share their insights and lessons.*  
Lead Facilitator: Janot Mendler de Suarez, Acting Director, GEF-IW:LEARN
- Speakers:  
Honorable Minister Abraham Iyambo, Minister of Fisheries and Marine Resources, Government of Namibia

Fritz Holzwarth, Deputy-Director General, Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety, Germany

- 11:25-12:30 **Celebrating IW Achievements**  
Location: Auditorium 2  
*GEF IW projects in Africa will showcase recent successes and innovative solutions.*  
Lead Facilitator: Janot Mendler de Suarez, Acting Director, GEF-IW:LEARN  
Showcase Projects:  
• Benguela Current Large Marine Ecosystem (BCLME)  
Presenter: Mick O'Toole, Chief Technical Advisor, GEF/UNDP (United Nations Development Programme) BCLME project  
• Iullemeden Aquifer  
Presenter: John Chabo, Deputy Director, Federal Ministry of Water Resources, Nigeria Director, Nigeria  
• Senegal River Basin Water and Environmental Management Project (OMVS)  
Presenter: Djibril Sall, Regional Coordinator, Organisation pour la Mise en Valuer du Fleuve Senegal (OMVS) and Mohamed Fawzi Bedredine, Représente du Haut Commissaire, Organisation pour la Mise en Valuer du Fleuve Senegal (OMVS)  
• GloBallast Programme  
Presenter: Dr. Jose Matheickal, Project Manager, International Maritime Organization (IMO)  
• Tanzania Marine and Coastal Environment Management Project  
Presenter: Magnus Ngoile, Director, National Environment Management Council
- 12:30-14:00 **Lunch with Remarks by The Coca-Cola Company**  
Location: Ballroom West  
  
Keynote remarks by Thomas Blackstock, Director, Clean Water Strategies
- 14:00-14:30 **Networking Break**  
Location: Innovation Marketplace
- 14:30-16:30 **Conversation Tables - Good International Waters Governance & Institutions**  
Location: Ballroom West  
  
*Small group conversations refine vital learning issues on foundations of good International Waters Governance and Institutions.*  
  
Chief Facilitator: Atem Ramsundersingh, Senior Water Management and Institutions Specialist, World Bank Institute
- 16:30-17:30 **Working Groups**  
Location: Ballroom West and Interactive Learning Center  
  
*Participants are requested to join a "cluster subject" or "theme table" and follow instructions of the Table Host.*
- 17:30-18:00 **GEF IW Portfolio Learning**  
Location: Ballroom West  
  
*Working Groups share collective insights and outcomes of their discussions with full plenary.*
- 18:00-20:00 **Welcome Reception and Film Festival**

Location: Innovation Marketplace and Auditorium 2

*Poster sessions showcase project lessons in the Innovation Marketplace.*

Welcome Remarks: Simon Nhongo, Namibia, United Nations Development Programme (UNDP) Resident Representative

*Exciting new GEF project films feature IW issues, partnerships, and successes.*

Films:

- Black Sea: The Sea that Nearly Died
- Lake Manzala: Engineered Wetlands: Only a Low-Cost Sewage Treatment Alternative?
- Lake Chad: ChadWet: Wetlands, Water, and Livelihoods
- Yellow Sea: Regional Conference on Parliamentary Roles in Protection of Marine Environment and Sustainable Use of Marine Resources in the Yellow Sea
- Global Mercury

## **Day 2 - Wednesday, 1 AUG**

09:00-09:15

### **Reflections**

Location: Auditorium 2

*Participants reflect on experiences from Day 1 learning activities.*

Lead Facilitator: Janot Mendler de Suarez, Acting Director, GEF-IW:LEARN

09:15-10:15

### **GEF Policy Briefing "Talk Show"**

Location: Auditorium 2

*GEF Secretariat sheds light on recent GEF policy and procedural changes and invites question and answer dialogue with government and GEF project delegates.*

Host: Janot Mendler de Suarez, Acting Director, GEF-IW:LEARN

Guests:

Peter Bjornsen, Senior Policy Officer, Operations and Business Strategy, Global Environment Facility

Christian Severin, Program Manager, International Waters, Global Environment Facility (GEF)

Andrea Merla, Consultant, Global Environment Facility (GEF)

10:15-10:45

### **Networking Break**

Location: Innovation Marketplace

10:45-12:30

### **Focused Learning Discussions: Successful Scientific and Technical Innovations**

*Short GEF project case studies are presented, leading to in-depth discussion.*

Session Owner: Takehiro Nakamura, Senior Water Programme Officer, International Waters, United Nations Environment Programme (UNEP)

#### **• SAP Implementation and Adaptive Management**

Location: Auditorium 2

Session Coordinator: Isabelle Vanderbeck, Task Manager, UNEP

Showcase Projects:

*Danube River Basin* - Ivan Zavadsky, Project Manager, Danube Regional Project and Phillip Weller, Executive Secretary, International Commission for the Protection of the Danube River (ICPDR)

*Mediterranean Sea LME Strategic Partnership* - Alex Lascaratos, Project Manager, United Nations Environment Programme, Mediterranean Action Programme (UNEP/MAP) and Francesco Civili, Project Coordinator, UNEP/MAP  
*Mekong River Basin Water Utilization Project* - Mekong River Commission (Member Government Representative, Invited)

• **Groundwater Management**

Location: Interactive Learning Center, Learning Room 1

Session Coordinator: Shaminder Puri, IAH Chair TARM Commission and Senior Consultant, United Nations Educational, Scientific, and Cultural Organization, (UNESCO) and Andrea Merla, Consultant, Global Environment Facility (GEF)

Session Co-organizers: Rafik Hirji, Senior Water Resources Management Specialist, World Bank and Andrew Garner, Water Resource Management Specialist, International Atomic Energy Agency (IAEA)

Showcase Projects:

*Guarani Aquifer* - Luiz Amore, General Secretary, Guarani Aquifer Project, and Jorge Rucks, Chief Division II, Department of Sustainable Development, Organization of American States (OAS)

*Iullemeden Aquifer & North West Sahara Aquifer System (SASS)* - Djamel Latrech, Sahara and Sahel Observatory (OSS)

*Nubian Aquifer* - Andrew Garner, Water Resource Management Specialist, International Atomic Energy Agency (IAEA)

• **Reducing Pollution: Agricultural and Livestock Nutrient Reduction**

Location: Interactive Learning Center, Learning Room 2

Session Coordinator: Amy Evans, Consultant, World Bank

Showcase Projects:

*Livestock Waste Management in East Asia* - Weighou Zhou, Task Team Leader, World Bank

*Albania Integrated Ecosystems Project* - Nikolin Brahi, Director of PIU

*Romania Agricultural Pollution Control Project* – Gheorge Constantin, Nutrient Reduction Project

• **Reducing Pollution: Constructed Wetlands**

Location: Interactive Learning Center, Learning Room 3

Session Coordinator: Christian Severin, Program Manager, International Waters, Global Environment Facility

Showcase Projects:

*Ningbo Water and Environment Project* - Hu Huijian, South China Institute of Endangered Animals

*Lake Manzala Engineered Wetlands* - Mohamed Bayoumi, Programme Specialist, United Nations Development Programme (UNDP) and Dia El Din El-Quosy, Project Manager, Lake Manzala

• **Sustaining Marine Fisheries and Conserving Marine Resources**

Location: Interactive Learning Center, Learning Room 4

Session Coordinator: Carl Gustaf Lundin, Head, Global Marine Programme, IUCN-The World Conservation Union

Showcase Projects:

*Pacific Island Oceanic Fisheries Management* - Barbara Hanchard, Project Coordinator, United Nations Development Programme (UNDP)

*South China Sea* - Takehiro Nakamura, Senior Programme Officer, International Waters, United Nations Environment Program (UNEP)

[Establishing a Regional System of Fisheries Refugia in the South China Sea and Gulf of Thailand]  
Marine and Coastal Management – Ashley Naidoo, Department of Environmental Affairs and Tourism (DEAT), South Africa  
*Western Indian Ocean (WIO LaB)* - Johnson Kitheka, Project Officer, United Nations Environment Programme (UNEP)

Brief announcement: The New GESAMP (Group of Experts on Scientific Aspects of Marine Environmental Protection), Dr. Jose Matheickal, Globallast Project Manager, International Maritime Organization (IMO)

• **Assessing and Valuing Ecosystems**

Location: Interactive Learning Center, Learning Room 5  
Session Coordinator: Frank Vorhies, Technical Advisor, IUCN-The World Conservation Union

Showcase Projects:

*South China Sea* - John Pernetta, Project Director, United Nations Environment Programme (UNEP) South China Sea project

*Caspian Sea* - Hamidreza Ghaffarzadeh, Project Manager, United Nations Development Programme (UNDP) Caspian Sea project

*Guinea Current Large Marine Ecosystem (GCLME)* - Chika Ukwe, Industrial Development Officer, International Waters, United Nations Industrial Development Organization (UNIDO) and Chidi Ibe, Regional Director, GCLME project

14:00-14:30

**Networking Break**

Location: Innovation Marketplace

14:30-16:30

**Conversation Tables: Sustaining International Waters Partnerships**

Location: Ballroom West

*Six to eight person table dialogues on sustaining International Waters Partnerships inspired by “building blocks for good IW Governance”*

Chief Facilitator,: Atem Ramsundersingh, Senior Water Management and Institutions Specialist, World Bank Institute.

16:30-17:30

**Working Groups**

Location: Ballroom West

*Participants are requested to join a “cluster subject” or “theme table” and follow instructions of the Table Host.*

17:30-18:00

**GEF IW Portfolio Learning**

Location: Ballroom West

*Working Groups share collective insights and outcomes of their discussions with full plenary.*

18:00-20:00

**Innovation Marketplace and Film Festival**

Location: Ballroom West

*Participants are invited to rate exhibits showcasing IW projects and lessons learned.*

Film Festival Host: Francois Odendaal, EcoAfrica and FO Productions

Presenter: Jose Matheickal, GloBallast Programme.

Films:

- Turning the Tide - Sustaining Earth's Large Marine Ecosystems
- Invaders from the Sea

### Day 3 - Thursday, 2 AUG

09:00-09:15

#### **Reflections**

Location: Auditorium 2

Participants reflect on experiences from Day 2 learning activities.

Facilitator: Janot Mendler de Suarez, Acting Director, GEF-IW:LEARN

09:15-10:15

#### **GEF IW Indicators Jeopardy**

Location: Auditorium 2

Jeopardy Game Host: Andrew Hudson, Principal Technical Advisor, International Waters, United Nations Development Programme (UNDP)

Contestants:

Mick O'Toole, Benguela Current Large Marine Ecosystem Programme

Nicolas Kotschoubey, Partnership Investment Fund for Pollution Reduction in the LMEs of East Asia

Jose Matheickal, Globallast Programme

Vincent Sweeney, Caribbean SIDS IWCAM

10:15-10:45

#### **Networking Break**

Location: Innovation Marketplace

10:45-12:30

#### **Inter-Project and Inter-Governmental Clinics**

Location: Interactive Learning Center

*International Waters management challenges identified by registrants will be the principal "drivers" for at least 10 Inter-Project "Peer Assist" clinics, focused on specific IW management issues. Participants are to sign up at IW:LEARN booth for "peer-assist" clinics focused on areas in which valuable personal or project experience can be shared, or in which there is a desire to learn from practical experience of other peers; a special clinic will be offered for government delegates to confer together on common issues and challenges.*

##### **1. The ABC of the GEF Results Framework and IW Indicators**

The aim of this clinic is to answer your questions on measuring results and impact within GEF projects and programs. Experts will guide and/or advise you on the basics of setting up a results or logical framework that forms the basis of defining indicators, and how best to deal with the lack of base-line data.

Session Leader: Nik Kotschubey, Tracy Hart

##### **3. IWRM Implementation and Measuring Progress**

The aim of this clinic is to address indicators and ways of measuring progress and achievements of IWRM practices in international waters projects.

Session Leader: Felix Monggae, Weiguo Zhou

##### **4. Demonstrating and Measuring Societal Impact**

The aim of this clinic is to share experiences on working with indicators that measure change at society-level i.e. exploring the different levels of impact such as raising awareness, changing behaviors, transforming people and their organizations, etc.

Session Leader: Hajanirina Razafindrainibe, Narriman Jiddawi

#### **5. Creating and Enhancing Public Participation**

The aim of this clinic is to share experiences with approaches, methodologies, techniques and skill-sets to establish and improve public participation in international waters-activities. This session will also encourage the exchange of experiences with taking public participation to a level of true engagement and creativity to enhance quality and performance of projects and programs.

Session Leader: Jessica Troell, Mary Matthews

#### **6. Confidence and Partnership Building**

The aim of this clinic is to share experiences with approaches, methodologies, techniques and skill-sets required for trust-building among parties involved in different stages of an IW activity i.e. in particular in the early stages the essence of confidence building, and in later stages of collaboration how to sustain the trust-level between partners.

Session Leader: J.B. Collier

#### **7. Climate Change and Adaptation in GEF International Waters Projects**

The aim of this clinic is to discuss what parties, who are involved in GEF IW Projects, do to increase their readiness (i.e. climate adaptation or proofing) to deal with climate variability. Participants will share what their major concerns are and how best these challenges could be addressed in the immediate future.

Session Leader: Mark Smith, Rafik Hirji

#### **8. The ABC of Project Management and Coordination**

In this clinic participants will have the opportunity to address challenges in project management and coordination, in particular when dealing in a multi-country setting facing different working and organizational culture, legal and communication obstacles and lack of resources and knowledge on the nature of IW projects.

Session Leader: Chaminda Rajapakse

#### **10. Building Public-Public and Public-Private Partnerships**

The aim of this clinic is to identify and discuss obstacles encountered in initiating and developing PPPs in international waters-projects. This session will encourage participants to share their experiences with approaches, models and mechanisms for successful PPPs.

Session Leader: Richard Paisely, Phillip Weller

#### **11. Inter-governmental Coordination: Communication and Implementation Challenges**

The aim of this clinic is to explore how inter-governmental commissions can improve implementation.

Session Leader: Ivan Zavadsky

#### **12. GEF Policy Talk**

Session Leader: Chris Severin, Peter Bjoernsen, Andrea Merla

12:30-18:00

#### **Tour of Two Oceans Aquarium and Research Vessel SA Agulhas**

Location: Board buses at street entrance to CTICC outside of the Innovation Marketplace

*Participants will be provided with a boxed lunch to take with them on the shuttle bus, which will board at the Convention Centre. Shuttles will run between the Aquarium and the SA Agulhas and will bring delegates back to the Convention Center.*

18:00-19:00

#### **Working Groups Report Back**

Location: Interactive Learning Center

*Working group reporting teams will meet to discuss topics and develop presentations for next day Reflections session.*

## Day 4 - Friday, 3 AUG

09:00-09:15 **Reflections**

Location: Auditorium 2

*Participants reflect on experiences from IWC learning activities.*

Facilitator: Janot Mendler de Suarez, Acting Director, GEF-IW:LEARN

09:15-09:30 **African LME Appreciation**

*African LME projects express appreciation for the contribution of Dr. Kenneth Sherman, NOAA towards LME management throughout the globe.*

Host: Dr. Chide Ibe, Gulf of Guinea LME Project

09:30-10:30 **Participant-Designed Workshops**

*Learning activities organized by participants*

• **Lessons Learned in Ecosystem Management in the BCLME Region** (180 minutes)

*Ecosystem Approaches to Fisheries and Management, Top Predators Management, and Management of Transboundary Fish Stocks in the BCLME region.*

Session Coordinator: Mick O'Toole, Project Manager, UNDP/GEF BCLME project

Location: Auditorium 2

• **Assessment and Synthesis of Lessons Learned in Coral Reef Management** (180 minutes)

*Coral reef projects are invited to examine and refine a matrix of socio-cultural and biophysical/ecological problems which include economic, governance, cultural and project management aspects and to determine the successes, failures, and opportunities of GEF projects in addressing these problems and solutions.*

Session Coordinator: Mark Tupper, Scientist, Coral Reef, Worldfish Center

Location: Interactive Learning Center, Learning Room 1

• **Global Forum – Strategic Planning to Advance the Oceans Agenda to 2016** (180 minutes)

*This workshop addresses substantive issues involved in advancing the global oceans agenda in the next several years, how GEF IW projects contribute to the overall scenario of integrated oceans governance, and how aspects or components of the GEF IW portfolio could be enhanced in order to boost its role in the achievement of WSSD targets on oceans, coasts, and SIDS.*

Session Coordinator: Biliانا Cicin-Sain, Co-Chair Global Forum on Oceans, Coasts, and Islands

Location: Interactive Learning Center, Learning Room 2

• **Assessment and Management of LMEs: A Practical Approach for the Next Decade** (60 minutes)

*This workshop aims to foster international, multi-state cooperation on priority transboundary water concerns through more comprehensive, ecosystem-based approaches to management. Additionally, this session will aim to play a catalytic role in addressing transboundary water concerns by ensuring countries utilize the full range of technical, economic, financial, regulatory, and instructional reforms that are needed.*

Session Coordinator: Ken Sherman, Director, USDOC/NOAA/National Marine Fisheries Service

Location: Interactive Learning Center, Learning Room 3

**• Hydrogeological Information Management Through IGRAC for Transboundary Aquifer Resources Management (90 minutes)**

*IGRAC has been established through the UNESCO International Hydrological Programme, at the request of Member States to facilitate global data management on groundwater resources. Data management includes collation of available information setting up meta databases, providing facilities for access to existing data on hydrogeology, well location, water barcation, water quality and hydrochemistry. A key function of IGRAC is to support the ISARM Programme, which in terms of GEF needs facilitates International Waters focal area's strategic objectives. Majority of GEF projects that have aquifers as key component are using the facilities provided by IGRAC - including producing hydrogeological base maps, interpretation of groundwater flow directions (unlike river flow - groundwater flows in 3 directions !!!), hydrogeochemistry (unlike river water chemistry, groundwater hydrochemistry is related to the petrology of the multiple types of rocks through which groundwater flows very slowly !). This workshop will teach the participants to use the Digital Working Environment ( an extremely useful means for project partners to collaborate), the management of aquifer databases and the interpretation of hydrogeological information that relates to environmental gains & losses.*

Session Coordinator: Neno Kukuric, Deputy Head, Integrated Groundwater Resources Assessment Center (IGRAC)

Location: Learning Room 4

**• Expanding the Scientific Basis for GEF International Waters Projects (180 minutes)**

*The session will explore if there is a need for expanding the scientific basis in order to strengthen project design and implementation of IW projects and avoid duplication in building up science capacity.*

Session Coordinators: Tessa Goverse, Programme Officer, United Nations Environment Programme (UNEP) and Doug Taylor, GEF Scientific and Technical Advisory Panel (STAP) Secretary, United Nations Environment Programme (UNEP)

Location: Learning Room 5

**• Coordination and Learning Among GEF IW Projects (90 minutes)**

Session Coordinator: Peter Scheren, Project Manager, United Nations Environment Programme (UNEP) WIO-LaB project

Location: Innovation Marketplace

**• How to Achieve Wide Dissemination of Key Project Findings (60 minutes)**

*Interactive discussion and exchange of ideas with a focus on available mechanisms to enable discovery and dissemination of project findings. Interactive discussion and exchange of ideas with a focus on available mechanisms to enable discovery and dissemination of project findings.*

Session Coordinator: Sean Khan, IW:LEARN Programme Officer, United Nations Environment Programme (UNEP)

Location: Arabella Sheraton – Internet Café

**• Integrating Lake Systems Management (60 minutes)**

*Increasingly, transboundary lake basin managers need to tackle problems arising from land use change or degradation, whether due to growing riparian settlements, economic exploitation, pollution and / or impacts and consequences of climate variability and change. This workshop explores ways to apply a systems-engineering approach to help in integrating science and policy to leverage ecosystem-based management as an underpinning of sustainable development.*

Location: GEF-IW:LEARN booth - Innovation Marketplace

Session Coordinator: George William (Jerry) Sherk, LakeNet representative

10:30-11:00

**Networking Break**

Location: Innovation Marketplace

11:00-12:30

**Participant Designed Workshops – continued**

**• Developing a Public Participation Strategy for the Orange River Basin: the ORASECOM Experience** (90 minutes)

*Lessons learned from a multi-stakeholder initiative to develop of Public Participation Strategy for the transboundary Orange River Basin in South Africa are examined. Participants also share experiences in developing and implementing similar participation strategies in other transboundary water bodies, including identification of opportunities for adapting lessons learned across regions.*

Session Coordinators: Jessica Troell, Director, International Water Program, Environmental Law Institute, and Anton Earle, Director, African Centre for Water Research

Location: Interactive Learning Center, Learning Room 3

**• Transboundary Diagnostic Analysis and Identification of Hazards Contributing to Environmental Risks** (90 minutes)

The GEF IW Focal Area has established an excellent methodology for conducting a TDA - however often it is somewhat obtuse in on-the-ground application, when it comes to application in complex aquifer systems. For example in the Guarani, Nubian Sandstone, North West Sahara Aquifer system, it is even more complex, since groundwater flow directions are complicated, the hydrogeochemistry is often difficult to interpret, recharge and discharge zones do not coincide with river systems, making the application of the TDA a challenge, especially in the face of scarce data. Nevertheless some elements of the TDA have to be completed in every GEF project for the underlying strategy to apply, ie that of fostering international cooperation and joint management. Much of this depends on the identification of hazards that contribute to environmental risks and the degree to which these risks can be accepted. This workshop will explore these issues, present the relevant and essential elements, discuss how to reduce / manage risks, provide the guidance that has been developed by the International Law Commission's draft articles on the use of transboundary aquifers, for application in on going and new projects.

Session Coordinator: Shaminder Puri, IAH Chair TEARM Commission and Senior Consultant, United Nations Educational, Scientific, and Cultural Organization (UNESCO), Jose Luis Martin-Bordes, Consultant, UNESCO, Abou Amani, Programme Specialist, UNESCO

Location: Learning Room 4

**• Assessment/Monitoring of Transboundary Water Systems as a Tool for Tracking Project Impacts** (90 minutes)

The purpose of this session will be to exchange lessons learned and best practices in assessment and monitoring of the status of transboundary water systems in order to use them for tracking impacts.

Session Coordinator: Joana Akrofi, Associate Programme Officer, United Nations Environment Programme (UNEP)

Location: Innovation Marketplace

**• Applying GIS and other ICT Tools** (60 minutes)

This session will consist of a show-and-tell session among projects on how GIS and other freely available ICT tools are being applied within projects.

Session Coordinator: Richard Cooper, Environmental Specialist, Chulalongkorn University

Location: Arabella Sheraton – Internet Café

• **Caribbean Regional Dialogue** (60 minutes)

A consultative regional dialogue to explore opportunities for improving coordination synergies among GEF projects and partners in the Wider Caribbean region. This workshop will kick off an IW:LEARN regional project and introduce a regional coordination tool.

Session Coordinator: Chris Corbin, Programme Officer, United Nations Environment Programme (UNEP), Caribbean Regional Coordination Unit  
Location: Arabella Sheraton – Internet Cafe

12:30-13:30

**Lunch**

Location: Ballroom West

13:30-14:30

**What Have We Learned?**

Location: Auditorium 2

Chief Facilitator: Atem Ramsundersingh, Senior Water Management and Institutions Specialist, World Bank Institute

*Session owners report on cumulative learning highlights from this IWC, noting areas for IW cross-portfolio learning, ideas for GEF IW Experience Note topics and needs to be addressed through IW learning activities*

14:30-15:30

**The Path Forward**

Location: Auditorium 2

Facilitator: Janot Mendler de Suarez, GEF-IW:LEARN

*GEF IW project staff, government representatives and partners are invited to provide recommendations to GEF, Implementing Agencies and IW:LEARN, and share examples of what may be done differently as a result of IW learning this week*

15:30-16:00

**Reflections and Evaluations**

Location: Auditorium 2

*Interactive participant assessment of GEF-IW:LEARN, including regional and thematic learning, GEF IWC, use of IW resource center ([www.iwlearn.net](http://www.iwlearn.net)), led by Janot Mendler de Suarez, Acting Director, IW:LEARN and Atem Ramsundersingh, Senior Water Management and Institutions Specialist, World Bank Institute*

16:00-16:30

**Award Ceremony and Closing Remarks**

Location: Auditorium 2

Master of Ceremonies: Janot Mendler de Suarez, GEF-IW:LEARN

Keynote remarks: André Share, Chief Director, Resource Management, Marine & Coastal Management Branch., Department of Environmental Affairs and Tourism, South Africa.

Innovation Marketplace and WOW Awards: Tracy Hart, Senior Environmental Specialist, World Bank and Sean Khan, Programme Officer, United Nations Environment Programme

Closing remarks:

Alfred Duda, Senior Advisor, International Waters, Global Environment Facility  
Tracy Hart, Senior Environmental Specialist, World Bank

Takehiro Nakamura, Senior Water Programme Officer, United Nations  
Environment Programme  
Andrew Hudson, Principal Technical Advisor, International Waters, United  
Nations Development Programme

## Annex II - Participant List

A more complete participant list (with more information) is available at [www.iwlearn.net/iwc2007](http://www.iwlearn.net/iwc2007).

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				nt Plant						
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