



GEF/UNDP/ASEAN PROJECT ON REDUCING POLLUTION AND  
PRESERVING ENVIRONMENTAL FLOWS IN THE EAST ASIAN SEAS  
THROUGH THE IMPLEMENTATION OF INTEGRATED RIVER BASIN  
MANAGEMENT (IRBM) IN ASEAN COUNTRIES

**PIMS 5635/GEF PROJECT ID NO. 9654**

# Inception Report

**March 2023**





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## List of Acronyms

ADB	Asian Development Bank	IW	International Waters
AIIB	Asian Infrastructure Investment Bank	IWLEARN	International Waters Learning Exchange and Resource Network
AMME	ASEAN Ministerial Meeting on the Environment	IWRM	Integrated Water Resources Management
AMS	ASEAN Member States	M & E	Monitoring and Evaluation
ASEAN	Association of Southeast Asian Nations	MOA	Memorandum of Agreement
ASEC	Association of Southeast Asian Nations Secretariat	MOE	Ministry of Environment
ASEC ED	Association of Southeast Asian Nations Secretariat Environment Division	MONRE	Ministry of Natural Resources and Environment
ASOEN	ASEAN Senior Officials on the Environment	MRC	Mekong River Commission
AWGCME	ASEAN Working Group on Coastal and Marine Environment	NGO	Non-Government Organization
AWGWRM	ASEAN Working Group on Water Resources Management	NFP	National Focal Point
BRH	Bangkok Regional Hub	NIP	National Implementing Partner
CEO	Chief Executive Officer	NPCU	National Project Coordinating Unit
CO	Country Office	PCA	Project Cooperation Agreement
COBSEA	Coordinating Body on the Seas of East Asia	PIR	Project Implementation Review
CSR	Corporate Social Responsibility	PMEO	Project Monitoring and Evaluation Officer
DENR	Department of Environment and Natural Resources	PEMSEA	Partnerships in Environmental Management for the Seas of East Asia
DID	Department of Irrigation and Drainage	PRF	PEMSEA Resource Facility
DWR	Department of Water Resources	RBCC	River Basin Coordinating Committee
DWRM	Department of Water Resources Management	RBCU	River Basin Coordinating Unit
FAO	Finance and Administrative Officer	RPM	Regional Project Manager
GDP	Gross Domestic Product	RPMU	Regional Project Management Unit
GEF	Global Environment Facility	RSC	Regional Steering Committee
ICM	Integrated Coastal Management	S2S	Source to Sea
IRBM	Integrated River Basin Management	SDG	Sustainable Development Goal
IUCN	International Union for the Conservation of Nature	SEAKB	Seas of East Asia Knowledge Bank
		SORB	State of River Basin Report
		TOC	Theory of Change
		TWG	Technical Working Group
		UNDP	United Nations Development Programme
		UNEP	United Nations Environment Programme
		WWF	World Wide Fund for Nature

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# Executive Summary

The GEF/UNDP/ASEAN Project on Reducing Pollution and Preserving Environmental Flows in the East Asian Seas through the Implementation of Integrated River Basin Management (IRBM) in the ASEAN Countries is a 5-year project (2023-2027) with the goal of establishing functional IRBM mechanisms in priority river basins/sub-basins in the six ASEAN Member States (AMS), i.e., Cambodia, Indonesia, Lao PDR, Malaysia, Philippines and Viet Nam, for reducing pollution and sustaining freshwater environmental flows as well as adapting to climate change vulnerabilities.

The Project is designed to improve governance and management arrangements in IRBM and accelerate the required changes in the six AMS in support of national priorities, objectives and commitments to global sustainable development targets using the source to sea (S2S) framework. The Project is organized into 4 components with 5 major outcomes and 20 key outputs to achieve the project goal and objective.

The Project was successfully launched on 16 February 2023 in Manila, Philippines in conjunction with the conduct of the Regional Inception Workshop and back-to-back with the First Regional Steering Committee (RSC) Meeting on 17 February 2027 to discuss the project governance and management arrangements, the project results framework, the 2023 work plan and budget, gender mainstreaming, social and environmental safeguards, stakeholders' engagement, monitoring and evaluation requirements and identify the next steps.

The Inception Workshop was attended by the Chair of the ASEAN Working Group on Water Resources Management (AWGWRM); National Focal Points (NFPs) of the AWGWRM of Cambodia, Lao PDR, Malaysia, Philippines and Viet Nam; representatives from the ASEAN Secretariat; the United Nations Development Programme (UNDP) – Regional Bureau for Asia and the Pacific, Bangkok Regional Hub and UNDP Country Office in Indonesia, Lao PDR and the Philippines. The Regional Project Management Unit (RPMU), hosted by PEMSEA Resource Facility (PRF), served as Secretariat.

This Inception Report outlines the operational strategy and approaches of the Project and how it will be implemented in 2023-2027, particularly focusing on the initiation of project activities in 2023 at the regional level and in the priority river basins of the six participating AMS. The report also presents the key results and recommendations from the Regional Inception Workshop, including the proposed next steps, for review and approval of the RSC.

# A. Introduction

## A.1. Development Challenge

The Association of Southeast Asian Nations (ASEAN), if considered as a single entity, is the third largest economy in Asia and the fifth largest in the world after the US, China, Japan and Germany. The ASEAN countries have averaged an annual GDP growth rate of 4.4% between 2011 and 2020. With a combined population of over 660 million, ASEAN's aggregate economic size was about US\$3 trillion in 2020.<sup>1</sup> Rapid development, urbanization and population growth coupled with high water footprint, climate change and other anthropogenic activities that are causing water pollution have resulted in water scarcity in many parts of the region, impeding the ASEAN's progress toward achieving Sustainable Development Goal (SDG) 6 on Clean Water and Sanitation. Moreover, most river systems in the ASEAN flow through large cities and urban areas, which transport sediments, nutrients and other forms of pollution to the adjacent seas and oceans. As a consequence, ecosystems along the source-to-sea (S2S) continuum are being degraded which is happening due to lack of awareness and understanding of the land-to-sea ecosystem linkages and flows of water, sediment, pollutants, biota and ecosystem services and lack of adequate governance and management arrangements to address the land-to-sea linkages and the multiple sectors that are involved.

This Project is designed to improve governance and management arrangements in integrated river basin management (IRBM) and accelerate the required changes in the six ASEAN Member States (AMS) in support of national priorities, objectives and commitments to global sustainable development targets using the S2S framework.

## A.2. Purpose of the Inception Workshop and Report

The purpose of this Inception Report is to plan and agree on the operational strategy and approaches of the Project, particularly focusing on how it will be implemented in 2023-2027 at the regional level and in the priority river basins of the 6 participating AMS, i.e., Cambodia, Indonesia, Lao PDR, Malaysia, Philippines and Viet Nam. It also reaffirms the commitment of the Project partners and stakeholders, promotes understanding and awareness of their roles and responsibilities in project implementation, monitoring and reporting and in generating the required outputs while taking into consideration the AMS/river basin context.

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<sup>1</sup> <https://research.hktdc.com/en/article/Mzk5MzcxNjEz>

Following the endorsement of the Project by the Global Environment Facility (GEF) Chief Executive Officer (CEO) in October 2022 and signing of the Project Document by UNDP Bangkok Regional Hub (BRH) in December 2022, a Project Cooperation Agreement (PCA) was signed between UNDP (as the implementing Agency) and PRF (as the Executing Agency), which sets forth the general terms and conditions of the cooperation in achieving the Project objectives, as indicated in the Project Document.

## B. Project Overview

### B.1. Project Strategy

The Project is aligned with the Theory of Change (TOC) framework for the governance of S2S systems where measurable outcomes are disaggregated into the following orders with due consideration to the varying IRBM governance and management conditions in the six participating AMS and selected river basins:

- First order: Creation of enabling conditions for an S2S governance initiative.
- Second order: Changed behavior of resource users and key institutions.
- Third order: Achievement of desired changes in societal and environmental conditions.
- Fourth order: A more sustainable and resilient S2S system with blue and green growth opportunities.

As a foundational project, the TOC for the project will primarily focus on the first, second and third order of outcomes. The project contributes to GEF 6 International Waters (IW) 2 focal area, Program 4 and GEF IW 3 focal area, Program 5.<sup>2</sup>

### B.2. Project Goal

To establish a functional IRBM mechanisms in priority river basins of six ASEAN countries for reducing pollution and sustaining freshwater environmental flows as well as adapting to climate change vulnerabilities.

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<sup>2</sup> GEF 6 IW 2 focal area: Catalyze investments to balance competing water-uses in the management of transboundary surface and groundwater and to enhance multi-state cooperation, Program 4 (Addressing the Water/Food/Energy/Ecosystem Security Nexus) and GEF 6 IW 3 focal area: Enhance multi-state cooperation and catalyze investments to foster sustainable fisheries, restore and protect coastal habitats, and reduce pollution of coasts and Large Marine Ecosystems, Program 5 (Reduce Nutrient Pollution Causing Ocean Hypoxia).



### B.3. Project Objective

To improve governance and management responsiveness and capacities in integrated water resources management (IWRM), pollution load reduction from nutrients and other land-based activities, protection and conservation of freshwater environmental flows, and alleviation of climate vulnerability through demonstration, planning and strengthening of IRBM in selected countries in the East Asian Seas.

### B.4. Project Components, Outcomes and Outputs

To achieve the project objectives, the Project is organized into 4 components with 5 major outcomes and 20 key outputs, as presented in Figure 1.

IRBM Project Framework				
Component 1	Component 2		Component 3	Component 4
Baseline Assessment	IRBM Pilot Projects for Improved IRBM Governance and Management		Knowledge Management and Learning	Monitoring and Evaluation
<b>Outcome 1:</b> Improved Understanding	<b>Outcome 2.1:</b> IRBM Pilot Project Demonstration	<b>Outcome 2.2:</b> IRBM Strategy and Action Plan	<b>Outcome 3:</b> Improved IRBM Knowledge Management and Enabling Capacities	<b>Outcome 4:</b> Project-level M&E in compliance with UNDP and GEF Requirements
<ol style="list-style-type: none"> <li>Bio-physical profiles</li> <li>Socio-economic, demographic forecasts</li> <li>Governance and management arrangements</li> <li>Pollutant loadings and sources</li> <li>Competing uses for water</li> <li>SORB report</li> </ol>	<ol style="list-style-type: none"> <li>Feasibility study, business plan, financing mechanism prepared</li> <li>IRBM pilot projects in six hotspots agreed, signed, financed and implemented</li> </ol>	<ol style="list-style-type: none"> <li>Improved structures (interagency and multisectoral governance)</li> <li>IRBM policy, laws and economic instruments</li> <li>Updated IRBM strategy and action plan</li> </ol>	<ol style="list-style-type: none"> <li>IRBM governance and management indicators</li> <li>Water quality/monitoring, reporting</li> <li>IRBM core capacity and skills transferred</li> <li>Good practices/lesson learned for scaling up</li> <li>Knowledge sharing in-country and regional</li> </ol>	<ol style="list-style-type: none"> <li>Inception workshop and report</li> <li>Annual GEF Project Implementation Review, M&amp;E GEF Indicators, Gender Plan, Safeguards and Action Plans</li> <li>Independent Mid-term Review</li> <li>Independent Final Evaluation</li> </ol>

Figure 1. IRBM Project Framework

### B.5. Priority River Basins

Each country has selected a priority river basin based on the agreed criteria for selection during the Project Preparation Phase. River basin profiles were completed for the selected priority river basins, as presented in Table 1.

**Table 1.** Country Selection of Priority River Basins.

Country	River System/Coastal Area/ LME	Basin Area (km <sup>2</sup> )	Population	Priority Issues at Pilot site
<b>Cambodia</b>	Kampong Bay River (Gulf of Thailand LME)	3,018	184,946	Pollution reduction/nutrient management; water resource management (i.e., environmental flows from upstream hydroelectric dam operation)
<b>Indonesia</b>	Ciliwung River (Jakarta Bay/ Indonesian Seas LME)	937	8,704,185	Pollution reduction/nutrient management; solid waste management
<b>Lao PDR</b>	Nam Tha River (Mekong River/Gulf of Thailand LME)	8,924	195,681	Reforestation and sustainable management of forests; pollution reduction/nutrient management
<b>Malaysia</b>	Deda-Muda Rivers (Andaman Sea/Bay of Bengal LME)	7,070	2,304,351	Pollution reduction/nutrient management; water resource management (i.e., environmental flows from upstream hydroelectric dam operation and agricultural irrigation)
<b>Philippines</b>	Imus Ylang Ylang Rivers and Pasac-Guagua Rivers (Manila Bay/South China Sea LME)	1,709	3,141,022	Pollution reduction/nutrient management; solid waste management; water resource management (i.e., environmental flows; sustainable water supply)  Water resource management (i.e., environmental flows; sustainable water supply for domestic, agricultural and aquacultural purposes)
<b>Viet Nam</b>	Vu Gia Thu Bon Rivers (Da Nang Bay/South China Sea LME)	10,350	2,533,971	Pollution reduction/nutrient management; solid waste management; water resource management (i.e., environmental flows for salt water intrusion; hydroelectric dam operation; sustainable water use/security for domestic, agriculture and aquaculture purposes)
<b>TOTAL</b>		<b>32,008</b>	<b>17,064,156</b>	

## C. Progress during Inception Period

### C.1. Recruitment of Core Personnel of the Regional Project Management Unit (RPMU)

Recruitment of core personnel of RPMU comprising of Regional Project Manager (RPM), Project Monitoring and Evaluation Officer (PMEO) and Finance and Administrative Officer (FAO) was jointly conducted by UNDP BRH and PRF following a competitive selection process

based on UNDP and PRF's staffing rules and procedures. The core posts were advertised, followed by the review of applicants and shortlisting of candidates, interview, selection process and offer of appointment were undertaken between 31 August to 15 December 2022. The RPM was on board on 4 January 2023, while due to lack of qualified candidates, interim PMEO and FAO were appointed until the posts will be filled following the same competitive process of recruitment starting on April 2023. A Project Management Associate based in UNDP BRH was also hired as part of the RPMU.

## **C.2. Pre-inception Workshop Consultations**

A series of pre-inception workshop meetings were organized on 19 January, 25 January and 27 January 2023 involving UNDP, PRF and the ASEAN Secretariat Environment Division (ASEC ED) focusing on the following key topics:

### **1) Project governance and management structure and roles and responsibilities**

Chapter VII of the Project Document provides details on the general roles and responsibilities of the implementing partner, responsible parties, UNDP and project stakeholders and target groups in the project's governance mechanism; the governance structure; the segregation of duties and firewalls vis-à-vis UNDP's representation in the RSC and roles and responsibilities of the Project Organization Structure.

The project governance structure as shown in page 99 of Chapter VII and the composition of the RSC (pages 59 and 101) of the Project Document were discussed in detail by representatives of UNDP, PRF and ASEC ED in consideration of the need to: a) clarify the separation of oversight and execution functions of PRF, being a member of the RSC and as the implementing partner of the project; and b) representation of ASEC and the National Implementing Partners in the governance mechanism of the project.

The RPMU prepared an expanded version of the Project's governance and management structure capturing the recommendations from the pre-inception meetings between UNDP, PRF and ASEC ED. The expanded version, including the roles and responsibilities and TOR of the RSC was presented at the Inception Workshop for discussion and endorsement to the RSC (see Section E.3).

### **2) Project Launch, Regional Inception Workshop and First RSC Meeting preparations**

The agenda of the Regional Inception Workshop and RSC meeting followed the recommended format of UNDP. ASEC ED's inputs/comments on the agenda and meeting documents were

reflected in the final versions that were shared in advance to the participants for their review in preparation for the meetings.

In view of the recommended high-level project launch to raise awareness about the importance of the Project to the wider ASEAN community and to publicize the partnerships between UNDP, PEMSEA and ASEC, the program for the Regional Inception Workshop was enhanced to reflect the names of high-level officials who were expected to grace the launching. Preparation of post-launch press release was initiated by the RPMU in close coordination with the Communications Focal Persons of UNDP and ASEC.

### **3) Coordination and communication arrangements**

Agreed coordination and communication arrangements between UNDP, ASEC and RPMU included the following: a) providing quarterly project e-updates for circulation and/or reporting by ASEC ED to the AWGWRM and other relevant bodies of ASEAN [i.e., ASEAN Working Group on Coastal and Marine Environment (AWGCME), ASEAN Senior Officials on the Environment (ASOEN), ASEAN Ministerial Meeting on the Environment (AMME), etc.], including providing information on trainings and other relevant timelines; b) convening of quarterly progress review meeting with the engagement of the National Project Coordination Units (NPCUs)/IRBM Project National Coordinators; c) preparation of a Project Newsletter highlighting the project's progress in a visually appealing manner and supported by stories on the ground, when available; d) sharing of project outputs in PEMSEA's Seas of East Asia Knowledge Bank (SEAKB); International Waters Learning Exchange and Resource Network (IW LEARN), UNDP and ASEAN websites and ASEAN Environment Knowledge Hub; e) facilitating learning exchange between all AMS as members of AWGWRM, and f) co-organizing and/or facilitating political/policy advocacy and business/investment opportunities for project promotion, collaboration and potential outreach.

Updating of the GEF Operational Focal Points and UNDP Country Offices (COs) of the six AMS will also be pursued. The UNDP Country Office can serve as project focal points on the ground and can provide the oversight role for the project on behalf of BRH. The COs will be engaged as much as possible in key activities of the project, including the conduct of National Inception Workshop.

### **C.3. Project Launch and Regional Inception Workshop**

The Project Launch and Regional Inception Workshop was held on 16 February 2023 in Manila, Philippines. The program of activities is given in **Appendix A**.

## 1) Project Launch

The launching was inaugurated by Dr. Carlos Primo David, Undersecretary for Integrated Environmental Science, Department of Environment and Natural Resources (DENR), Philippines with messages from Dr. Selva Ramachandran, Resident Representative, UNDP Philippines; H.E. Ekkaphab Phanthavong, Deputy Secretary-General, ASEAN Socio-Cultural Community, Dr. Inthavy Akkharath, Chair, AWGWRM and Ms. Aimee Gonzales, Executive Director, PRF.

A communications and media plan for the launch was initiated by RPMU. A joint press release was developed in coordination with ASEC and UNDP with the aim of publicizing and popularizing the launch and ensuring that it will be covered by national and regional media platforms. The joint press release,<sup>3</sup> which showcased the project as an ASEAN collaboration, was disseminated after the launching and has generated a total of twenty (20) media hits to date from Cambodia, Philippines, Thailand and Viet Nam (**Appendix B**).

## 2) Regional Inception Workshop

The Regional Inception Workshop was conducted on a hybrid mode with face-to-face and online components via Zoom. It was attended by the Chair of the AWGWRM; National Focal Points (NFPs) of the AWGWRM of Cambodia, Lao PDR, Malaysia, Philippines and Viet Nam; representatives from the ASEAN Secretariat; the United Nations Development Programme (UNDP) – Regional Bureau for Asia and the Pacific, Bangkok Regional Hub and UNDP Country Office in Indonesia, Lao PDR and the Philippines. The RPMU, hosted by PRF, served as Secretariat. The list of participants is given in **Appendix C**.

The workshop was chaired by Ms. Tharuka Dissanaiké, Regional Technical Adviser, Water and Oceans Governance, Nature, Climate and Environment Team, Regional Bureau for Asia and the Pacific, UNDP.

The Inception Workshop aimed to:

- Familiarize key stakeholders and concerned parties on the project strategy, objectives and targets and ensure their continuing commitment to the project.

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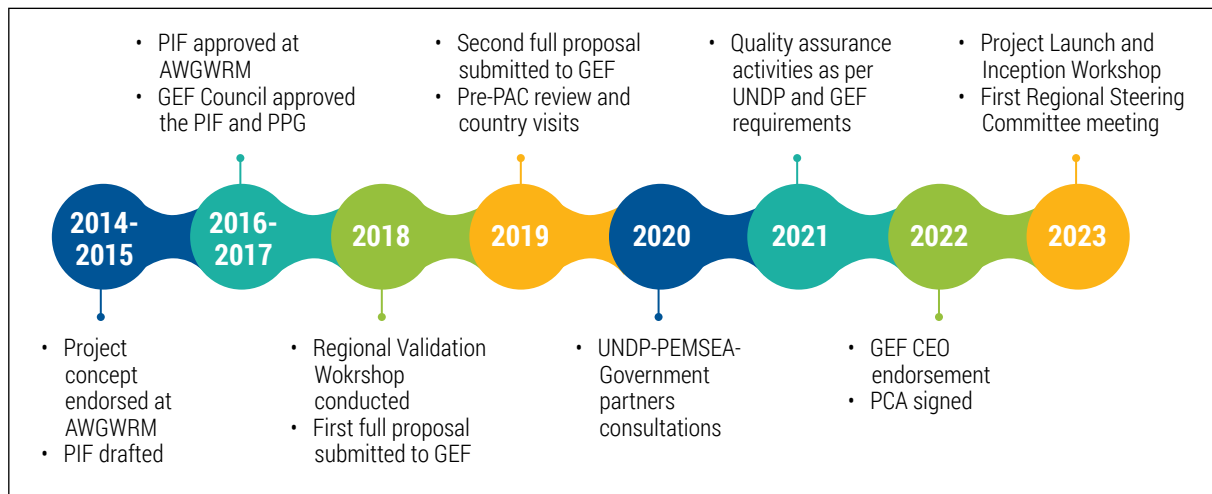
<sup>3</sup> <http://pemsea.org/news/asean-integrated-river-basin-management-project-launched-manila>  
<https://asean.org/asean-integrated-river-management-project-launched-in-manila/>  
<https://www.undp.org/asia-pacific/press-releases/asean-integrated-river-management-project-launched-manila>

- Introduce GEF compliance and monitoring and evaluation milestones and requirements, gender analysis and plan, social and environmental screening procedure and project risk, including the roles and responsibilities.
- Review the project results framework.
- Introduce the project’s governance and management arrangements.
- Review the work plan, particularly the 2023 workplan and budget and discuss the roles and responsibilities for monitoring, reporting and evaluation, including the financial reporting procedures and budget monitoring and other mandatory requirements.

Please refer to Section E for the detailed results of the Regional Inception Workshop.

## D. Situation Analysis

The Project has a long development history, as summarized in Figure 2.



**Figure 2.** Summary of Consultation Process for the IRBM Project.

Despite the long process of consultation, the project’s strategy which is in line with the TOC framework for the governance of S2S systems with four orders of outcomes, remains relevant and valid. As a foundational project, the TOC for the project primarily focuses on the first, second and third order of outcomes, as elaborated below, with due consideration to the varying and prevailing IRBM governance and management conditions in the six participating AMS and the selected river basins.

- First Order of Outcome: creating enabling conditions for S2S governance initiative. The project targets the development and adoption of a river basin strategy and action plan with goals, governmental commitments, and supportive constituencies to S2S management in

the selected river basins/coastal areas. The project also targets enhancing and enabling existing river basin and coastal governance mechanisms (e.g., Philippines, Indonesia, Viet Nam, Malaysia) and setting up and enabling new governance mechanisms (Cambodia, Lao PDR).

- Second Order of Outcome: changing behaviors of resource users so that stresses in the S2S system are reduced. The project will achieve this outcome in a pilot demonstration site within the selected river basin/coastal area in each country focusing on creating working and sustainable solutions to priority problems/issues within the river basin, but at a pilot scale. The working solutions will be used as learning experiences for leaders, managers, practitioners and beneficiaries of the resources, as a basis for enacting change across the entire river basin, and replication to other river basins.
- Third Order of Outcome: achieving desired changes in societal and environmental conditions. The project will build capacities and experience on “how” to achieve desired societal and environmental changes, through development and demonstration of solution packages/templates at pilot demonstration sites that cut across the key issues in the S2S continuum under a variety of political, social and economic conditions in the six AMS.

Furthermore, the Project strategy adopts a four-tiered approach, i.e., regional, national, river basin and pilot project levels, that facilitates cooperation and involvement of government partners (national and local), NGOs and other key stakeholders, including women group in project planning, implementation and monitoring and reporting.

The risk register has been updated as of July 2022, which included Covid-19 related risks with clear countermeasures on how the risk will be alleviated.

Related projects and programs that are being implemented at the regional level as well as at the AMS and river basin levels will be identified during the National Inception Workshops to determine synergies and opportunities for collaboration.

## **E. Overview of the Project Implementation Process**

### **E.1. Monitoring and Evaluation Milestones and Requirements**

Project level monitoring and evaluation will be undertaken in compliance with UNDP and GEF requirements. Section 6 of the Project Document outlines the monitoring plan where the project results, corresponding indicators and mid-term and end-of-project targets in the

project results framework will be monitored by RPMU, including the project results framework (Section 5) and will be reported in the GEF Project Implementation Report (PIR) annually and evaluated periodically during project implementation. Table 2 provides the details on the GEF M & E requirements and the discussion highlights from the Regional Inception Workshop.

**Table 2.** Project M & E Milestones and Requirements.

GEF M&E requirements	Time frame	Remarks
Inception Workshop and Report	Inception Workshop conducted; report drafted	Completion of report within one (1) month from the conduct of the workshop
Preparation of the annual GEF Project Implementation Report (PIR)	Annual; First PIR due in September 2024	<p>PIR will be prepared by RPMU consolidating the progress made at the regional national and river basin levels with inputs from the IRBM Project National Coordinators.</p> <p>Adjustments made on the project activities will be captured and reported in the PIR.</p> <p>GEF Operational Focal Point's (OPFs) assessment is optional; online PIRs can be made available to the OPFs for their reference.</p>
Monitoring of environmental and social risks, and corresponding management plans, e.g., stakeholder engagement plan, gender action plan	Recurring	Guide on gender mainstreaming is included in the Project Document; mainstreaming gender considerations into the national/river basin/ pilot level activities need to be undertaken and reflected on the stakeholder engagement plan at the activity level.
Reporting on progress made in reaching GEF core indicators and project results framework	Quarterly, annually and at mid-point and closure	<p>2 GEF core indicators included in the project</p> <p>Adaptive management tools and approaches allow adjustments to the results framework</p>
Independent Mid-term Review	31 October 2025	
Independent Terminal Evaluation	30 September 2027	

The RSC will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year and will take corrective action as needed to ensure the project achieves the desired results. In the project's final year, the RSC will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight



project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

## E.2. Project Results Framework

The project results framework which serves as the main monitoring tool for the project includes the results indicators, baseline and target values. It highlights the logical chain that leads to outputs and the desired outcomes, to meet the project objective, including the risks and assumptions that could impact the achievement of expected results.

Detailed review of the project results framework during the Regional Inception Workshop generated several actions and adjustments, as presented in Table 3.

**Table 3.** Summary of Proposed Actions and Adjustments to the Project Results Framework.

Indicator	Highlights and Proposed Actions
<p><b>4:</b> Number of State of River Basin Reports with data to increase understanding of governance, socioeconomic, ecological conditions, gaps and needs of priority river basins/sub-basins and coastal areas.</p>	<ul style="list-style-type: none"> <li>• Agreed with the identified outputs (i.e., SORB Baseline and End-of-project SORB)</li> <li>• Identify minimum (core) indicators that can be included in the SORB (cross-reference to Output 3.1.1)</li> <li>• Engage all AMS in the SORB reporting process to promote ASEAN-wide application</li> </ul>
<p><b>5:</b> Number of local government and private sector partners engaging on S2S resilience issues</p>	<ul style="list-style-type: none"> <li>• Country-specific targets will be considered in accordance with the country/river basin/pilot sites context</li> </ul>
<p><b>6:</b> Number of IRBM management strategies and action plans adopted and initiated with adequate human and financial resource commitments from national and local governments</p>	<ul style="list-style-type: none"> <li>• Preparation of 10-year river basin strategies and action plans needs further discussion in line with the mandatory requirements of existing laws and legislations on WRM and RBM in the participating AMS</li> </ul>
<p><b>7:</b> Percentage increase in knowledge of participants through training workshops and other knowledge sharing/learning activities and events organized and conducted to enable execution and scaling up of IRBM strategies and action plans</p>	<ul style="list-style-type: none"> <li>• Engage other AMS in capacity building and knowledge sharing activities to promote cross-learning and networking</li> <li>• Establish the baseline on training and knowledge management, including mechanisms to measure the percentage increase in knowledge at mid- and end-of-project (e.g., tracer study)</li> <li>• Include in the risk log the potential impacts of the changes in government personnel in project implementation</li> </ul>

**Table 3.** Summary of Proposed Actions and Adjustments to the Project Results Framework. (cont.)

Indicator	Highlights and Proposed Actions
<p><b>8:</b> Number of reports published measuring IRBM governance and management indicators on inputs, process, socioeconomics (including gender equality), governance, stress reduction, and environmental status, among others, developed, published and disseminated.</p>	<ul style="list-style-type: none"> <li>• PRF and UNDP to reformulate the indicator focusing on increase in capacity created in the region through special skills training on IRBM/IWRM/ICM, SORB, water quality and quantity monitoring, etc.</li> </ul>
<p><b>9:</b> Project M&amp;E completed through documentation from Inception Workshop, Annual GEF Project Implementation Reviews (PIR), M&amp;E of GEF core Indicators, Gender Action Plan, Safeguards Frameworks and Action Plans, Independent Mid-Term Review, and Independent Final Evaluation</p>	<ul style="list-style-type: none"> <li>• Aim for a <b>SATISFACTORY</b> rating for achieving the project’s development objective from independent evaluation by mid- and end of project.</li> </ul>

Agreed next steps included the following:

- Conduct national/basin level consultations to further review the mid- and end-of-project targets in consideration of the proposed changes in the project results framework from the Regional Inception Workshop.
- UNDP and PRF to review and incorporate the proposed adjustments in the project results framework and include the amended project results framework in the PIR, which is due in September 2024.
- Convene an Ad-Hoc RSC to approve the revised project results framework.

The project results framework with notes on Indicators 4-9 in highlighted text is given in **Appendix D**.

### E.3. Project Governance and Management Arrangements

As indicated in Section C.2.1, the expanded IRBM project governance structure, as shown in Figure 3 was presented at the Regional Inception Workshop, for discussion and endorsement to the RSC.

**Appendix E** describes the composition of the RSC and TOR of the various parties with oversight and execution functions for the project.

Proposed actions from the Regional Inception Workshop included the following:

- Establishment of the River Basin Coordinating Committee (RBCC): Allow flexibility in the creation of the RBCC in consideration of existing mechanisms and processes of national

and local governments; consider renaming as “river basin- stakeholders’ committee”, where appropriate. The tasks/roles and responsibilities assigned to the RBCC will remain; its organization will be determined at the national level with due consideration to relevant existing and working local governance structure and processes (e.g., People’s Committee in Viet Nam), which has the relevant mandate and funding for its sustainability.

- Revisit/validate the parallel co-financing commitments in view of the completion of projects and programs that were included in the co-financing estimates of the six AMS. Countries are not required to submit new co-financing letters but are encouraged to identify new programs that are supportive of the project’s goal and objective. Details on the co-financing commitments of the participating AMS will be included in the National Inception Reports and reported in the first PIR.

### Expanded IRBM Project Governance Structure

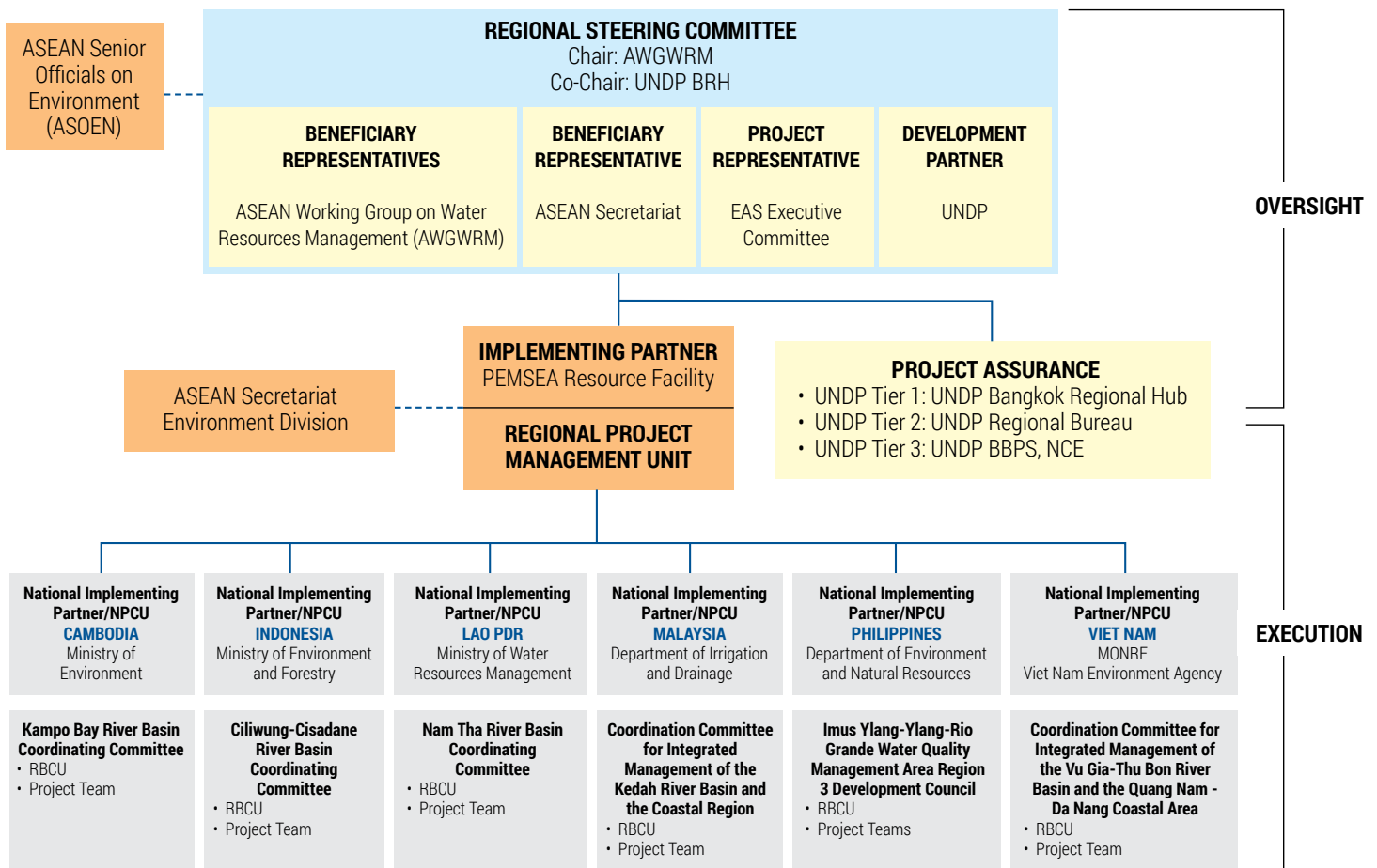
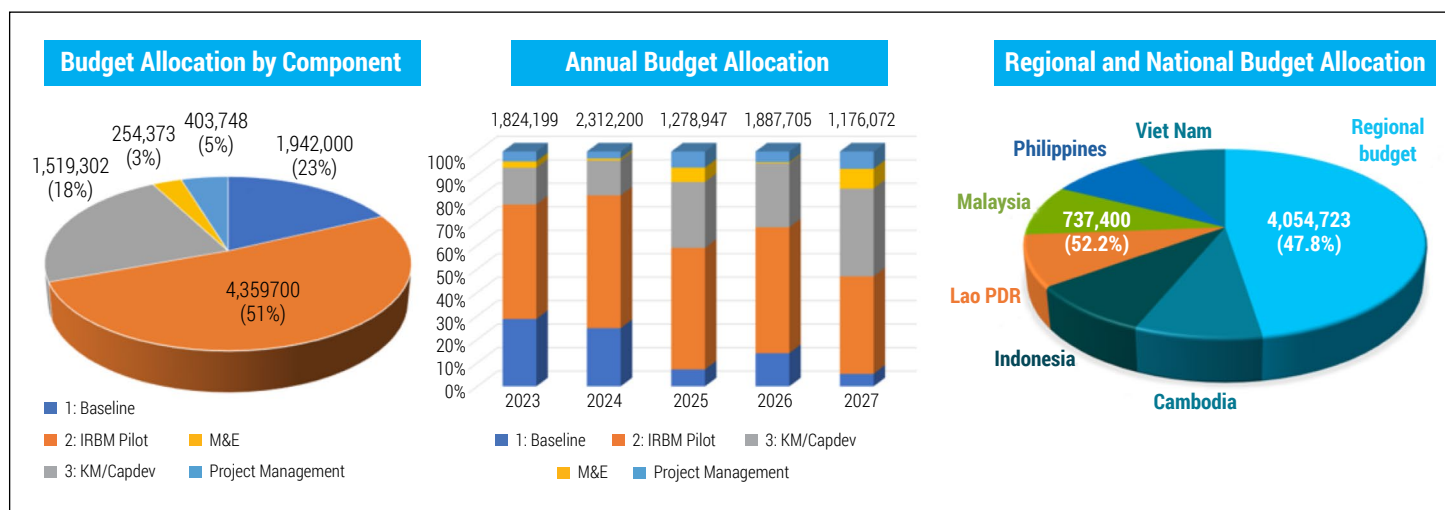


Figure 3. Expanded IRBM Project Governance and Management Structure

## E.4. 2023 Work Plan and Budget

The 5-year work plan and the 2023 work plan and budget are given in **Appendices F** and **G**, respectively. Budgetary allocations per component, per year and for regional and country activities on the other hand are summarized in Figure 4.



**Figure 4.** IRBM Project Budgetary Allocations.

Across the components, Component 2 has the biggest budgetary allocation. Country budgets are set at USD 737,400 while regional activities are estimated to utilize about 48 per cent of the total budget for technical support to the AMS, including the development of guides, templates, methodologies, indicators and metrics and conduct of regional trainings and knowledge sharing events.

Major activities that are planned for 2023 with the corresponding USD 1,824,199 budget, which was adjusted from USD 2,675,327 include the following:

- Conduct of Regional Inception Workshop and First RSC meeting;
- Signing of Memorandum of Agreements between PRF and the six AMS Implementing Agencies;
- Conduct of six National Inception Workshops; setting up of the multi-sectoral coordinating mechanisms and Project Teams; preparation of work plans and schedules;
- Planning and organizing IRBM orientation and training workshops and other specialized skills training in the six AMS;
- Preparation of guide for harmonized set of IRBM governance and management indicators;
- Preparation of State of River Basin reporting template and guide; completion of six SORB Reports incorporating the IRBM indicators; and
- Initiation of baseline assessments for the IRBM pilot projects.

## F. Social and Environmental Safeguards

There are a number of project-related risks that were identified and characterized according to UNDP/GEF's Risk Standard Categories. Mitigation measures were also identified as presented in the Project Document.

In addition, a Social and Environmental Screening Procedure Template which was completed on 29 September 2021 and included as Annex 4 of the Project Document identifies social and environmental risks and opportunities as well as measures to manage the said risks, particularly those rated as moderate, substantial or high risks.

Moreover, an Environmental and Social Management Framework has also been prepared for the project for the purpose of guiding the assessment and management of the identified social and environmental risk during project implementation.

The RPMU will ensure that the identified social and environmental management measures are implemented, monitored and reported, including updating of the SESP where divergence in the project context may occur.

## G. Gender Mainstreaming

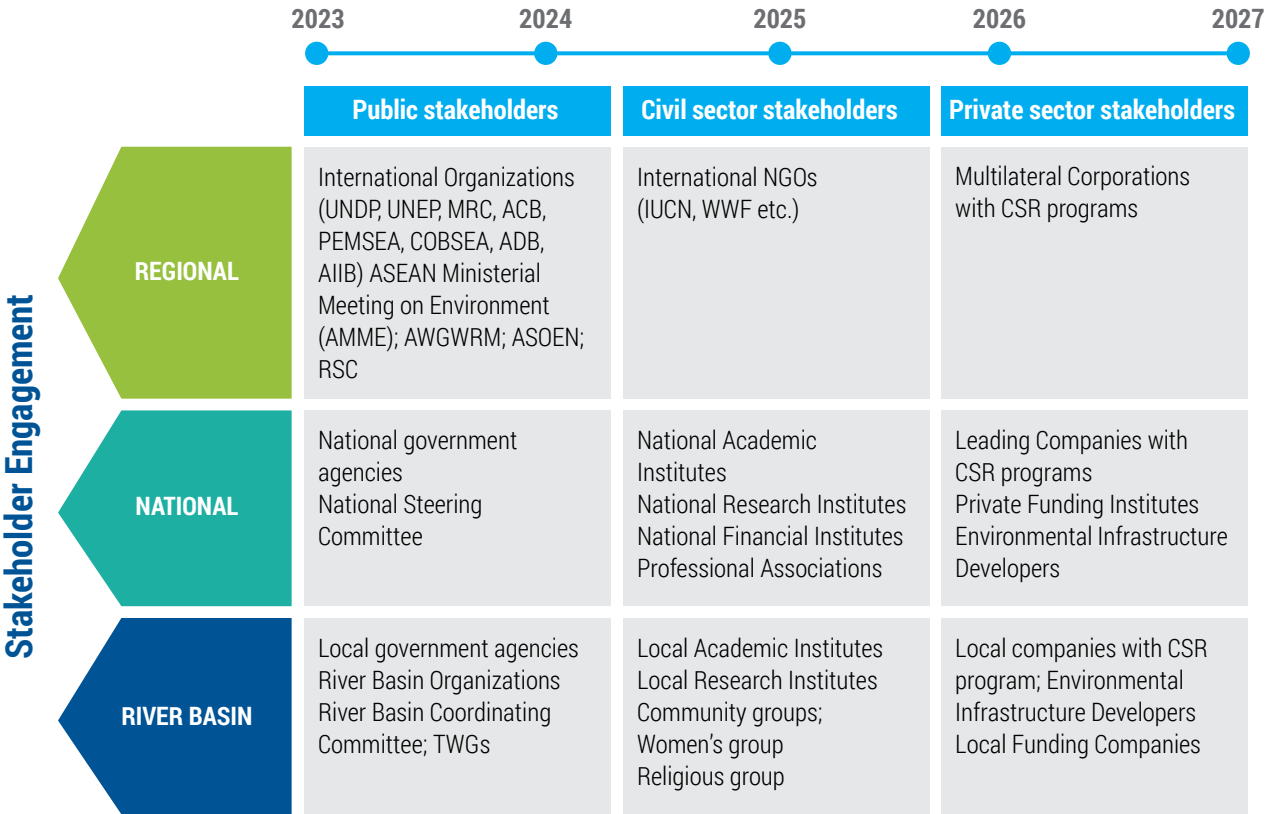
A gender analysis was conducted during the Project Preparation Phase that assessed the risks and potentials for gender mainstreaming in the project activities in line with GEF and UNDP's gender equality and social inclusion strategies, guidance and standards.

The results of the analysis are presented in Annex 9 of the Project Document where the risk and opportunities for gender mainstreaming and possible interventions were identified. A detailed Gender Equality and Social Inclusion Strategy and Action Plan will be developed in conjunction with the preparation of a detailed Stakeholder Engagement Plan (see Section H), where equitable representation of women in all aspects of project processes, meetings and activities will be taken into consideration. Monitoring and evaluation data will be collected in support of social and gender indicators as proposed in the action plan and in the project document.

# H. Stakeholder Engagement

A Stakeholder Engagement Plan is included in the Project Document (Annex 8) which details out the processes in identifying the relevant stakeholder of the IRBM project at the regional, national and river basin levels that served as the platform for conducting the stakeholder analysis (Figure 5). The Plan also summarizes the engagement of major stakeholders in the various component activities of the project where the results of the stakeholder analysis that were conducted at the six AMS were consolidated with the identified regional stakeholders.

In line with UNDP and GEF requirements, stakeholder engagement during the project design stage was highly participatory and inclusive. The Stakeholder Engagement Plan in the Project Document will serve as framework and guide for the preparation of detailed plan at the onset of project implementation to reflect the changing situations at the project pilot sites and after an in-depth analysis will be undertaken in line with the preparation of the SORB report and detailed baseline assessments to be conducted at the pilot sites.



**Figure 5.** Relevant Stakeholders of IRBM Project at Regional, National and River Basin Levels.

# I. Recommendations/Way Forward

Agreed next steps from the Regional Inception Workshop are summarized below:

## Cambodia

- PRF to send a letter with the draft MOA to the General Directorate of Environmental Protection of MOE; reiterate the designation of the Water Quality Division as the National Implementing Partner
- National inception workshop: mid-June 2023

## Indonesia

- Conduct bilateral meeting with the designated AWGWRM National Focal Point of the Ministry of Environment and Forestry to discuss the project developments; the implementing arrangements, the details of the MOA and conduct of the National Inception Workshop to initiate project implementation

## Lao PDR

- PRF to send the draft MOA to DWR for review; DWR to meet with relevant Ministries to fast track the approval of the project
- National inception workshop: within March 2023

## Malaysia

- PRF and DID to conduct bilateral meetings to discuss the project implementing arrangements and targets in consideration of developments on IWRM and IRBM and mandates of national and state level agencies in the country

## Philippines

- PRF to send a formal communication to DENR for the designation of the National Implementing Partner; convene a consultation workshop involving relevant agencies to seek consensus on the implementing arrangements
- National inception workshop: mid-March 2023
- Provide TOR for the IRBM Project Coordinator

## Viet Nam

- Department of Water Resources Management to update MONRE on the results and required actions from the Regional Inception Workshop
- PRF to send official letter to MONRE with the draft MOA on the designation of National Implementing Partner upon receiving advice from DWRM

The highlights and proposed actions from the Inception Workshop are presented at the First RSC meeting for review and approval.

An [IRBM Project Portal](#) has been set up where the discussion documents, PowerPoint presentations, photos and other relevant reference materials on the Project are uploaded and made accessible to the partners and AMS.

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# Appendix A. Launch and Inception Workshop

## PROGRAM OF ACTIVITIES

08:30 – 09:00

**Registration**

09:00 – 10:00

**Launch and Opening Session**

### **Welcoming Remarks**

**Dr. Carlos Primo C. David**

Undersecretary for Integrated Environmental Science  
Department of Environment and Natural Resources  
Philippines

### **Remarks**

**Dr. Selva Ramachandran**

Resident Representative  
UNDP Philippines

### **Remarks**

H.E. Ekkaphab Phanthavong  
Deputy Secretary-General  
ASEAN Socio-Cultural Community

### **Remarks**

**Dr. Inthavy Akkharath**

Chair  
ASEAN Working Group on Water Resources Management

### **Remarks**

**Ms. Aimee T. Gonzales**

Executive Director  
PEMSEA Resource Facility

10:00 - 10:15

Group Photo and Coffee Break

10:15 – 10:20

**Introduction of delegates**

10:20 – 10:30	<b>1.0</b>	<b>Objectives of the Inception Workshop and Organizational Matters</b>
10:30 – 11:15	<b>2.0</b>	<b>IRBM Project Overview: Goal, Objective, Outcomes and Outputs</b>
11:15 – 12:00	<b>3.0</b>	<b>GEF compliance and Monitoring and Evaluation Milestones and Requirements, Gender Analysis and Plan, Social and Environmental Screening Procedure, Project Risk</b>
12:00 – 13:00		Lunch Break
13:00 – 13:45	<b>4.0</b>	<b>Project Results Framework</b>
13:45 – 14:45	<b>5.0</b>	<b>Project Governance and Management Arrangements</b>
14:45 – 15:45	<b>6.0</b>	<b>5-Year Work Plan and Budget, including the 2023 Annual Work Plan</b>
15:45 – 16:00	<b>7.0</b>	<b>Other Business</b>
16:00		<b>Closing</b>

**Remarks**

**Dr. Seville David, Jr.**

Executive Director

National Water Resources Board

Philippines

# Appendix B. Media Hits after the Project Launch

## 1. Vietnam Investment Review (Vietnam)

<https://vir.com.vn/asean-launches-integrated-river-management-project-99859.html>

## 2. Vietnam Plus (Vietnam)

<https://en.vietnamplus.vn/asean-launches-integrated-river-management-project/248530.vnp>

## 3. Vietnam Plus Chinese Version (Vietnam)

<https://zh.vietnamplus.vn/东盟正式启动河流综合治理项目/182799.vnp>

## 4. Nhan Dan Vietnam (Vietnam)

<https://en.nhandan.vn/asean-launches-integrated-river-management-project-post122643.html>

## 5. ASEAN Vietnam (Vietnam)

<https://aseanvietnam.vn/post/khoi-djong-du-an-quan-ly-song-ngoi-asean>

## 6. Moi Trung (Vietnam)

<https://moitruong.com.vn/tin-tuc-su-kien/su-kien-moi-truong/khoi-dong-du-an-bao-ve-moi-truong-tai-6-nuoc-asean-25000.htm>

## 7. Tap Chi (Vietnam)

<https://tapchitaichinh.vn/asean-khoi-dong-du-an-quan-ly-luu-vuc-song-tong-hop.html>

## 8. Report E. Asia

<https://reporteasia.com/destacado/2023/02/20/lanzamiento-proyecto-gestion-fluvial-integrada-asean/>

## 9. Asia News Network (Cambodia)

<https://asianews.network/asean-launches-river-basin-management-project/>

## 10. Nouvelles du Monde (Cambodia)

<https://www.nouvelles-du-monde.com/lasean-lance-un-projet-fluvial-poste-de-phnom-penh/>

## 11. Phnom Penh Post (Cambodia)

<https://www.phnompenhpost.com/national/asean-launches-river-project>

**12. Thai Publica (Thailand)**

<https://thaipublica.org/2023/02/integrated-river-management-project-for-asean-launched/>

**13. Business World (Philippines)**

<https://www.bworldonline.com/the-nation/2023/02/22/506355/phl-to-take-part-in-asean-river-management-project/>

**14. The Manila Times (Philippines)**

<https://www.manilatimes.net/2023/02/20/business/top-business/asean-project-aims-to-revitalize-regions-rivers/1879427>

**15. The Manila Bulletin (Philippines)**

[https://web.facebook.com/manilabulletin/photos/a.147434127984/10161837102982985?\\_rdc=1&\\_rdr](https://web.facebook.com/manilabulletin/photos/a.147434127984/10161837102982985?_rdc=1&_rdr)

**16. The Daily Guardian (Philippines)**

<https://www.dailyguardian.com.ph/asean-integrated-river-management-project-launched-in-manila/>

**17. Wazzup Pilipinas (Philippines)**

<http://www.wazzupilipinas.com/2023/02/asean-integrated-river-management.html>

**18. Traveling in Tandem (Philippines)**

[https://www.facebook.com/travellingintandem/posts/pfbid02X5QZXtYHfk2NShg9vwVPgxyq7gNiHnj1pmjp9WbxZqzoFwaQnhDTYsVT5x6YsbWl?\\_rdc=2&\\_rdr](https://www.facebook.com/travellingintandem/posts/pfbid02X5QZXtYHfk2NShg9vwVPgxyq7gNiHnj1pmjp9WbxZqzoFwaQnhDTYsVT5x6YsbWl?_rdc=2&_rdr)

**19. Orange Magazine TV (Philippines)**

<https://orangemagazine.ph/2023/asean-integrated-river-management-project-launched-in-manila/>

**20. Business Mirror (Philippines)**

<https://businessmirror.com.ph/2023/02/26/revitalizing-rivers-of-life-in-asean/>

# Appendix C. List of Participants

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## Appendix D. Project Results Framework

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/ Assumptions
<p><b>Project Objective:</b> To improve integrated water resources management, reduce pollution loads from nutrients and other land-based activities, sustain freshwater environmental flows, and reduce climate vulnerability through demonstrations and replications, planning and strengthening of integrated river basin management in selected countries in the East Asian Seas.</p>	1. Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime.	<ul style="list-style-type: none"> <li>4 Large Marine Ecosystems (Bay of Bengal, South China Sea, Gulf of Thailand and Indonesia Sea)</li> </ul>	<ul style="list-style-type: none"> <li>4 Large Marine Ecosystems (Bay of Bengal, South China Sea, Gulf of Thailand and Indonesia Sea)</li> </ul>	<ul style="list-style-type: none"> <li>4 Large Marine Ecosystems (Bay of Bengal, South China Sea, Gulf of Thailand and Indonesia Sea)</li> </ul>	<p>Assumptions: Note that the project will contribute to reducing pollution loadings transported through national river systems feeding these 4 LMEs.</p>
	2. Number of shared water ecosystems (fresh or marine) under cooperative management.				
	3. Number of women and men as direct beneficiaries of project activities	0	Direct beneficiaries of project IRBM/ICM and special skills training: women: 500, men: 500	Direct beneficiaries of the project IRBM investments at hotspot locations in 6 river basins/ coastal areas (e.g., pollution reduction waste management; water supply/ security; reduced vulnerability): Women: 1% of RB population; Men: 1% of RB population.	<ul style="list-style-type: none"> <li>Baseline assessments/gender analysis</li> <li>Training workshop reports</li> <li>Monitoring reports on field interventions</li> <li>Case studies on investment projects</li> <li>SORB reports</li> </ul> <p><b>Risks:</b> Resource users could be reluctant to participate in project activities.</p> <p><b>Assumptions:</b> Women's and men's participation is assumed consistent with findings of stakeholder consultations and general practice at the project sites.</p>

**COMPONENT 1: BASELINE ASSESSMENT OF SOURCE TO SEA MANAGEMENT CONTINUUM**

<p><b>Outcome 1:</b></p> <p>Improved understanding of governance, socioeconomic, ecological conditions, gaps and needs of priority river basins/ sub-basins and coastal areas.</p>	<p><b>Outputs:</b></p> <p>1.1.1 Bio-physical profiles prepared/updated covering: a) land uses in the watershed and coastal delta, including significant planned development; b) conjunctive uses of water; c) changes and trends in river water flows and quality over time (including groundwater if available) and d) other biophysical considerations.</p> <p>1.1.2 Socio-economic and demographic profiles prepared/updated covering existing and forecast growth/development in the respective river basins/sub-basins and coastal areas.</p> <p>1.1.3 Governance and management systems assessed in each of the selected river basins/sub-basins and corresponding coastal areas, including IRBM and ICM institutional arrangements, policies, legislations/regulations, enforcement, stakeholder participation (including indigenous people, women, and the youth), management, scientific and technical capacities, and current levels of financing for source to sea management.</p> <p>1.1.4 Rapid assessment of land-based pollutant loadings and sources conducted using total pollutant loading models; the impact of existing and planned developments and growth in the river basins assessed in the context of national and local policies and regulations as well as in the context of the corresponding TDAs and SAPs in the various LMEs, particularly regarding the objectives and/or agreed reductions in nutrient and pollution loads from the rivers into the coastal waters and LMEs where available.</p> <p>1.1.5 Competing uses, and users of water analyzed to assess existing and future water uses and the implications on the applicable water/food/energy/ ecosystem security nexus at the basin/sub-basin level.</p> <p>1.1.6 Information and knowledge gained from the profiling and modeling activities consolidated into baseline assessments for the 6 priority river basins and coastal areas, including existing and forecast conditions, gaps and needs in governance and management; baseline assessments disseminated to national and local governments and other concerned stakeholders in the respective countries for validation, awareness, and consensus building.</p>
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	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/ Assumptions
	<p>4. Number of SORB Reports with data to increase understanding of governance, socioeconomic, ecological conditions, gaps and needs of priority river basins/ sub-basins and coastal areas.</p> <p>Note: Identify minimum (core) indicators that can be included in the SORB (cross-reference to Output 3.1.1)</p>	<ul style="list-style-type: none"> <li>Absence of comprehensive bio-physical and socio-economic profiles of 6 selected river basins/sub-basins and coastal regions</li> <li>Existing IRBM governance mechanisms not functioning effectively (Indonesia, Malaysia, Philippines, Vietnam); or not yet established (Cambodia, Lao PDR,).</li> </ul>	<ul style="list-style-type: none"> <li>Bio-physical and socio-economic profiles completed for 6 river basins</li> <li>Existing river basin governance mechanisms/ institutional arrangements reviewed and evaluated; interim governance mechanisms set up in priority river basins in Cambodia, and Lao PDR.</li> </ul>	<ul style="list-style-type: none"> <li>SORB Reports (end of project) completed with gender responsive approaches, results and recommendation for sustaining such actions post project closure and used by river basin organizations as input to IRBM strategies and action plans in 6 river basins/sub-basins.</li> </ul>	<ul style="list-style-type: none"> <li>Bio-physical and socio-economic profiles, including gender disaggregated data</li> <li>Technical reports on TPL and socio-economic surveys</li> <li>SORB (baseline) report</li> <li>SORB (end-of-project) report</li> <li>Gender gaps on control over water resource, access to river/water benefits and services and women participation in decision making on river basin management identified with recommendations and actions</li> </ul>

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/Assumptions
		<ul style="list-style-type: none"> <li>Lack of scientific data/monitoring information on pollutant sources and pollutants loadings in river basins and coastal regions.</li> <li>Competing uses of water resources evident across the different sectors, but not evaluated.</li> <li>Absence of comprehensive methodology, indicators, metrics or reporting system for assessing IRBM governance and management</li> </ul>	<ul style="list-style-type: none"> <li>TPLs completed in 6 rivers basins and coastal areas as a rapid assessment of total pollutant loadings and primary sources of pollution in the river basins and coastal regions.</li> <li>Template process/survey conducted to identify and assess competing uses and users of water in priority hotspot demonstration sites in 6 rivers/ coastal marine waters.</li> <li>State of River Basin reporting system (SORB) developed; SORB baseline assessments reports completed in 6 river basins (linked to Outcome 3.1 on IRBM indicators).</li> </ul>	<ul style="list-style-type: none"> <li>SORB Reports (end of project) completed with gender responsive approaches, results and recommendation for sustaining such actions post project closure and used by river basin organizations as input to IRBM strategies and action plans in 6 river basins/sub-basins.</li> </ul>	<ul style="list-style-type: none"> <li>Project monitoring reports</li> <li>Project Board meetings</li> <li>Engagement of all AMS in SORB orientation/training to promote ASEAN wide application</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Lack of data on environmental flows, including water, sediment, pollutants, litter, etc., socio-economic, and demographic characteristics delays/ inhibits baseline profiles and SORB reporting.</li> </ul> <p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>National agencies and scientific institutions in each participating country are committed to provide available data to complete the profiles; pollutant loading modeling will facilitate rapid assessment of priority pollutant loadings and hotspot locations in each river basin; water use surveys provide qualitative information on water use conflicts and threats; environmental monitoring programs developed or improved and implemented during the project.</li> <li>TPL models are applied in cases where monitoring data are limited; environmental monitoring programs to be developed or improved and implemented during the project will be used to validate the models.</li> </ul>

**COMPONENT 2: IRBM PILOT PROJECTS FOR IMPROVED GOVERNANCE AND MANAGEMENT OF RIVER BASINS/SUB-BASINS AND ASSOCIATED COASTAL AREAS**

<p><b>Outcome 2.1</b> IRBM pilot projects implemented to demonstrate governance mechanisms and instruments for improved source to sea management in 6 priority river basins/sub-basins and coastal areas.</p>	<p><b>Outputs:</b></p> <p>2.1.1 Detailed baseline assessments and feasibility studies conducted at hotspot locations in 6 priority river basins/sub-basins and coastal areas.</p> <p>2.1.2 Agreements signed and implemented with national agencies, local governments, private sector and other interested partners to finance, construct, operate, assess, and report on IRBM pilot projects in 6 priority river basins/sub-basins and coastal areas in accordance with agreed indicators, monitoring programs, and metrics.</p>
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	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/ Assumptions
	<p>5. Number of local government and private sector partners engaging on source to sea resilience issues</p> <p>Note: Country-specific targets will be considered in accordance with the country/river basin/pilot sites context</p> <p>Note: RSC recommendation: Consider replacing "S2S resilience issues" with "long-term sustainable measures"</p>	0	<ul style="list-style-type: none"> <li>Detailed baseline assessments completed at 6 hotspot locations; priority issues/sources identified.</li> <li>Feasibility studies completed at 6 hotspot locations; public consultation and consensus building processes conducted.</li> <li>Technical and financing options for IRBM pilot projects agreed upon; agreements signed with responsible national and local governments to proceed with IRBM pilot demonstration projects.</li> </ul>	<ul style="list-style-type: none"> <li>Subject to government approval and investment commitments, 6 IRBM pilot projects commissioned, operational and providing quality information on social, economic and environmental benefits and impacts for local communities (with special attention to women and other vulnerable groups) and river basin hotspots, as well as lessons and good practices for improved S2S management.</li> </ul>	<ul style="list-style-type: none"> <li>Public consultation proceedings/reports</li> <li>River basin coordinating committee meeting reports</li> <li>Project Board meeting reports</li> <li>Decisions of national and local government planning and development authorities</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Insufficient capacity to develop bankable, sustainable investment projects that respond to public demand/priorities for required infrastructure and services</li> <li>National and local governments and river basin authorities are reluctant to commit to investments</li> <li>Delays caused by lack of adequate and acceptable financing</li> </ul>

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/ Assumptions
					<b>Assumptions:</b> <ul style="list-style-type: none"> <li>• Baseline commitments of national and local governments and river basin authorities are satisfactory and representative.</li> <li>• There is political and financial commitment at both levels of government.</li> </ul>
<b>Outcome 2.2</b> Integrated river basin management strategies and action plans in 6 priority river basins/sub-basins formulated, adopted and initiated.	<b>Outputs:</b> <p>2.2.1 Assessments and recommendations for improved interagency and multisectoral governance structures in priority river basins/sub-basins and coastal areas developed and disseminated.</p> <p>2.2.2 Assessments and recommendations for improved IRBM policies, laws, financial and economic instruments, and support programs in priority river basins/sub-basins and coastal areas developed and disseminated.</p> <p>2.2.3 Six even IRBM strategies and action plans developed and endorsed to the appropriate Heads of Government Agencies and Authorities for adoption and implementation of the plans.</p>				
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/ Assumptions
	6. No. of IRBM management strategies and action plans adopted and initiated with adequate human and financial resource commitments from national and local governments.  Note: Preparation of 10-year river basin strategies and action plans needs further discussion in line with the mandatory requirements of existing laws and legislations on WRM and RBM in the participating countries	<ul style="list-style-type: none"> <li>• River basin/ sub-basin actions plans completed in the Philippines (Imus Ylang-Ylang River Basin) and Indonesia (Ciliwung-Cisadane River Basin). Human and financial resource commitments to action plan implementation are limited; no major environmental infrastructure in place.</li> </ul>	<ul style="list-style-type: none"> <li>• IRBM Guide to Improved Governance and Management of Rivers and Coastal Areas in the ASEAN Region published and disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>• 6 IRBM strategies and 10-year action plans endorsed with indicative commitments of adequate human and financial resources to initiate the action plans in 6 priority river basins/ sub-basins and coastal areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical reports</li> <li>• IRBM strategies and action plans</li> <li>• Decisions of national/local authorities for river basins/sub-basins</li> <li>• Project Board meeting reports</li> </ul> <b>Risk:</b> Enabling decisions required for adopting and initiating the strategies and action plans are delayed.

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/ Assumptions
			<ul style="list-style-type: none"> <li>Assessment of IRBM institutional arrangements, polices, laws, economic instruments governance, action plans, capacities and financing mechanisms completed in 6 priority river basins/sub-basins and coastal areas; 6 assessment reports, including recommended improvements, published and disseminated.</li> </ul>		<b>Assumption:</b> The time required for building awareness and consensus among decision-makers on the strategies and actions plans is sufficient.

**COMPONENT 3: KNOWLEDGE MANAGEMENT AND CAPACITY DEVELOPMENT**

<b>Outcome 3</b> Improved IRBM knowledge management and enabling capacities among participating countries, partners and networks.	<b>Outputs:</b> <ul style="list-style-type: none"> <li>3.1.1 Technical report/guide for a harmonized set of IRBM governance and management indicators on inputs, process, socioeconomics, governance, stress reduction, and environmental status, among others, developed, published and disseminated.</li> <li>3.1.2 Improved IRBM water quality monitoring and reporting programs implemented in connection with IRBM pilot projects in 6 priority river basins/sub-basins and coastal areas.</li> <li>3.1.3 Core capacities and skills in IRBM development and management transferred to Project Team members, managers and implementers of IRBM projects in 6 priority river basins/sub-basins and coastal areas.</li> <li>3.1.4 Regional IRBM knowledge and communication management platform operationalized, including project M&amp;E reporting.</li> <li>3.1.5 One percent of GEF grant allocated for participation in regional and global forums, preparation of experience notes, and organization and conduct of regional twinning activities in collaboration with GEF LME/IW Learn.</li> </ul>				
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	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/ Assumptions
	7. % increase in knowledge of participants through Training workshops and other knowledge sharing/learning activities and events organized and conducted to enable execution and scaling up of IRBM strategies and action plans.	<ul style="list-style-type: none"> <li>Limited capacity/ skills and experience among IWRM and ICM programs in the region on S2S continuum, governance and management.</li> </ul>	<ul style="list-style-type: none"> <li>At least 80% participants have increased knowledge in the Two (2) regional and 6 national IRBM/ ICM and specials skills workshops/ learning activities organized and conducted, with at least 50% of the trainees being women.</li> </ul>	<ul style="list-style-type: none"> <li>At least 80% participants have increased knowledge in the Four (4) regional and 12 national IRBM/ICM and specials skills workshops/ learning activities organized and conducted, with at least 50% of the trainees being women.</li> </ul>	<ul style="list-style-type: none"> <li>Regional workshop report on identification and selection of IRBM stress indicators</li> <li>National and regional training workshop reports; engagement of all AMS to promote cross-learning and networking</li> </ul>

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/ Assumptions
	<p>Note: Establish the baseline on training and knowledge management, including mechanisms to measure the percentage increase in knowledge at mid- and end-of-project (e.g., tracer study)</p> <p>8. Number of reports published measuring IRBM governance and management indicators on inputs, process, socioeconomics (including gender equality), governance, stress reduction, and environmental status, among others, developed, published and disseminated.</p> <p>Note: PRF and UNDP to reformulate the indicator focusing on increase in capacity through special skills training on IRBM/ IWRM/CM, SORB, water quality and quantity monitoring, etc.</p>	<ul style="list-style-type: none"> <li>Several national and regional knowledge sharing events are being organized each year by ASEAN, PEMSEA and GEF-supported LMEs, as well as other bilateral and multilateral donor- supported projects. S2S management and decision-support tools are not being addressed in an integrated manner thus far.</li> <li>National and sub-national water quantity and quality monitoring and reporting systems for priority rivers partially in place in 5 countries (Cambodia, Indonesia, Malaysia, Philippines, Vietnam).</li> <li>IW learn regional workshop conducted in April 2018 in Bangkok; development of regional IW/LME KM sharing platform explored; PEMSEA introduced its SEA Knowledge Bank platform.</li> </ul>	<ul style="list-style-type: none"> <li>At least 80% participants have increased knowledge in the Six (6) SORB baseline reports prepared across the 6 priority river basins/ sub-basins and coastal areas.</li> <li>Two (2) representatives from the IRBM project participate in biennial GEF IW Conference to facilitate cross-regional collaboration and knowledge sharing on IRBM.</li> <li>Four (4) IRBM knowledge products developed and disseminated (i.e., IRBM training modules; SORB guideline; RB-IIMS manual; and TPL manual).</li> </ul>	<ul style="list-style-type: none"> <li>At least 80% participants have increased knowledge in the Six (6) end-of-project SORB reports for 6 priority river basins provide policymakers, planners, managers and the general public with information on the impacts and benefits of IRBM pilot projects, as well as gaps, needs and priorities for up-scaling to the river basin/sub-basin and coastal area.</li> <li>At least 80% participants have increased knowledge in the Six (6) scientifically sound water quantity and quality M&amp;E mechanisms developed and initiated in 6 river basins hotspot locations and providing input to M&amp;E reporting in accordance with common set of IRBM indicators.</li> </ul>	<ul style="list-style-type: none"> <li>SORB (baseline and end-of-project) reports</li> <li>Project Board meeting reports</li> <li>GEF IW conference proceedings</li> <li>GEF regional workshop/knowledge sharing reports</li> <li>Quarterly and annual reports prepared by the Regional IRBM Project Manager and submitted to UNDP and the Project Board for review and approval.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Project implementation is taking place in 6 countries at national and sub-national levels concurrently. Varying capacities, skills, knowledge, access to resources, information and technologies constrain planning and development of IRBM at the national and river basin/sub-basin levels.</li> <li>Varying interests, capacities, skills, knowledge, access to resources, information and technologies constrain upscaling of IRBM across the priority river basins/ sub-basins and coastal areas.</li> </ul>

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/Assumptions
				<ul style="list-style-type: none"> <li>At least 80% participants have increased knowledge in the One (1) regional IRBM knowledge-sharing platform set up and fully functional, providing access to knowledge products and support services produced by the project, as well as linkages to other related KM platforms, at the national, regional and global levels, including the IW/LME Learn platform and regional training and outreach program.</li> </ul>	<ul style="list-style-type: none"> <li>Delays in submission of progress reports from 6 project sites could affect the timely delivery of the quarterly and annual reports.</li> </ul> <p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>Capacity building initiatives will address existing needs and gaps at national and local levels by: a) supporting cross-learning, region-wide knowledge sharing activities on IRBM development and implementation, as well as b) customized special skills training and hands-on experience at the river basin/sub-basin level, as required for project planning and implementation.</li> <li>National and local governments have indicated their interest and support for strengthening IRBM governance and management and the opportunity to set up IRBM pilot demonstration projects in the priority river basins and sub-basins and coastal areas.</li> <li>Project Teams and coordinating units are capable and fully recognize the objectives and benefits of timely and quality M&amp;E reporting.</li> </ul>

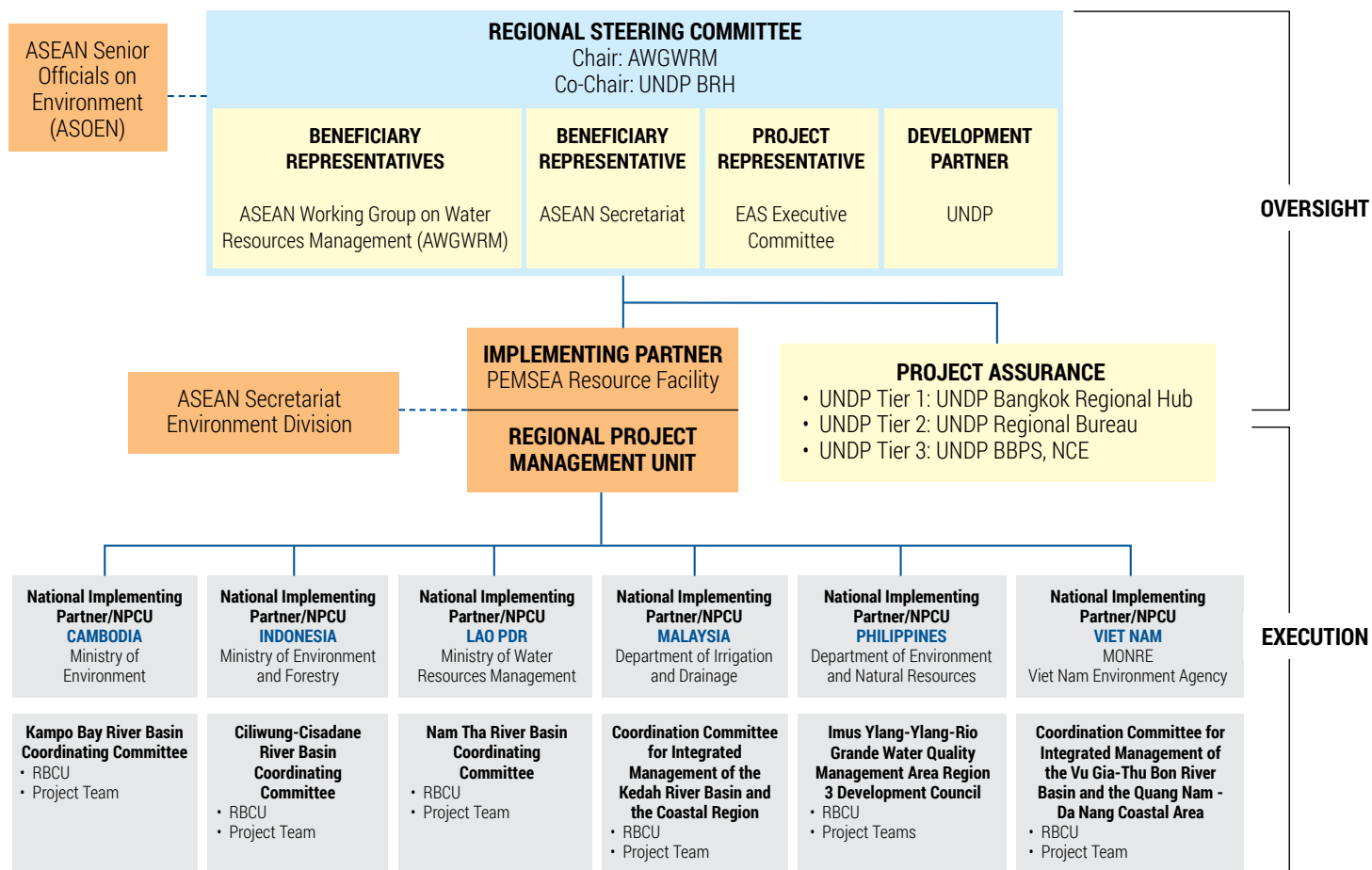


## COMPONENT 4: MONITORING AND EVALUATION

<p><b>Outcome 4</b> Project-level monitoring and evaluation, in compliance with UNDP and mandatory GEF-specific M&amp;E requirements.</p>	<p><b>Outputs:</b></p> <p>4.1.1 Inception Workshop and Report</p> <p>4.1.2 Annual GEF Project Implementation Review (PIR), and M&amp;E of GEF core Indicators, Gender Action Plan, Safeguards Frameworks and Action Plans</p> <p>4.1.3 Independent Mid-Term Review</p> <p>4.1.4 Independent Final Evaluation</p>				
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/Assumptions
	<p>9. Project M&amp;E completed through documentation from Inception Workshop, Annual GEF Project Implementation Reviews (PIR), M&amp;E of GEF core Indicators, Gender Action Plan, Safeguards Frameworks and Action Plans, Independent Mid-Term Review, and Independent Final Evaluation</p> <p>Note: Aim for a <b>SATISFACTORY</b> rating for achieving the project's development objective from independent evaluation by mid- and end of project.</p>	<p>There is no information available on project M&amp;E</p>	<p>Project M&amp;E meets the requirements of UNDP and GEF at project mid-term</p>	<p>All project M&amp;E is complete and meets the requirements of UNDP and GEF</p>	<p>Once on board, the project M&amp;E Specialist will systematically collect and log information following protocols and/or templates and instructions that will be developed for this purpose. The M&amp;E Specialist will analyze and report on this information during the PIR, MTR and TE reporting periods. Data collection will be undertaken in collaboration with the project co-executing partners and Project Board members, as relevant, and will be based on the means of verification listed under the Monitoring Plan in section VI of the project document.</p> <p>Success of the M&amp;E component will depend on the quality of data and information collected throughout the project implementation. Lack of capacity within the PMU and responsible parties may limit the effectiveness and compliance of the M&amp;E framework with the requirements of the GEF and UNDP for M&amp;E.</p>

# Appendix E. Project Governance and Management Structure

## Expanded IRBM Project Governance Structure



## Expanded IRBM Project Governance Structure

A. Regional Steering Committee with three (3) major parties:

1. Beneficiary representatives: member states of the ASEAN Working Group on Water Resources Management, particularly the participating countries and the ASEAN Secretariat;
2. Project Executive: East Asian Seas Executive Committee<sup>a</sup>
3. Development Partner: UNDP

<sup>a</sup> Replaces PRF in the RSC; the EAS EC is tasked to oversee the implementation of the decisions, resolutions and recommendations of the East Asian Seas Partnership Council during intersessional periods. The EASPC, comprising of PEMSEA Country and Non-Country Partners, formulates programme and operational policy in support of the implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA).

The regional platform for the project will be provided by ASEAN. In particular, the ASEAN Working Group on Water Resources Management (AWGWRM) will lead the platform while policy and high-level guidance will be provided by the ASEAN Senior Officials on the Environment (ASOEN).

The RSC will be chaired by the Chair of the AWGWRM and co-chaired by UNDP BRH.

B. Implementing Partner: PEMSEA Resource Facility, which hosts and supervises the Regional Project Management Unit, and serves as Secretariat to the RSC.

C. National Implementing Partners:<sup>b</sup> National government partners tasked to support project coordination among national agencies and establishing the National Project Coordination Unit.

D. River Basin Coordinating Committees: Multi-stakeholder and inter-agency committee tasked to oversee and guide the project in the river basins and establishing a Project Task Team and River Basin Coordinating Unit.

E. The ASEAN Secretariat through the Environment Division will support the RSC/AWGWRM in monitoring the general implementation of the project, and facilitate coordination among the Implementing Agencies, partners, AWGWRM and other relevant ASEAN sectoral bodies as necessary, in the implementation of the Project.

F. UNDP with 3-tier project assurance function

## Roles and Responsibilities of the Project Organization Structure

**A. Regional Steering Committee:** serves as the project's decision-making body. It provides high-level oversight of the execution of the project and approves strategic project execution decisions of the Implementing Partner. In particular, the RSC's role will include:

1. Provides strategic guidance to project implementation;
2. Ensures coordination between various donor funded and government funded projects and programmes;
3. Ensures coordination with various government agencies and their participation in project activities;
4. Approves the annual project work plans and budgets, at the proposal of the Project Manager;
5. Approves any major changes in project plans or programmes;
6. Oversees monitoring, evaluation and reporting in line with GEF requirements;

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<sup>b</sup> Responsible for implementing the national components of the project through signing of agreement with PRF.

7. Ensures commitment of human resources to support project implementation, arbitrating any issues within the project; and
8. Negotiates solutions between the project and any parties beyond the scope of the project.

The RSC will meet annually and preferably scheduled back-to-back with the meetings of the AWGWRM whenever possible. Special meetings may be called as maybe agreed by the RSC. Further decisions on urgent matters maybe rendered on a no-objection basis by electronic email.

**B. Implementing Partner:** responsible for executing the project and hosting the Regional Project Management Unit, including the core project staff comprising of a Regional IRBM Project Manager, IRBM Project Officer/Monitoring and Evaluation Officer and Finance and Administration Officer. Specific tasks include:

1. Project planning, coordination, management, monitoring, evaluation and reporting.
2. Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
3. Procurement of goods and services, including human resources.
4. Financial management, including overseeing financial expenditures against project budgets.
5. Preparation of the annual and multiyear workplan.
6. Approval and sign-off of the combined delivery report at the end of the year.
7. Sign off on the financial report or the funding authorization and certificate of expenditures.
8. Ensures that UNDP Social and Environmental Safeguards Policy is applied throughout project implementation

**C. National Implementing Partners:** supports the coordination of the project among national agencies and the fulfillment of national procedures associated with international donor funding.

A National Project Coordinating Unit (NPCU) will be established within the office of the NIP in each of the six beneficiary countries, staffed by the National Implementing Partner in accordance with country co-financing commitments. The NPCU in close coordination with the respective River Basin Coordinating Committee and Project Team will be responsible for:

1. Coordinating national agency input to the preparation of the annual work plans and budgets for project implementation at the river basin level;
2. Overseeing and co-ordinating national agency input to the implementation of the approved IRBM work plans;

3. Monitoring and reporting on the implementation of annual project work plans against agreed targets and quality criteria to the National Implementing Partner and other interested national agencies; and
4. Organizing the participation of representatives of national agencies in knowledge sharing and capacity development events organized by the project in the respective country and at the regional level.

The National Implementing Partners will be represented in the River Basin Coordinating Committee to provide guidance and coordinate national input to the preparation, review and approval of the annual IRBM project work plan and budget. The National Implementing Partner will also have direct lines of communication with the regional Project Board/AWGWRM.

**D. River Basin Coordinating Committees:** will be set up and hosted by the lead local governments/agencies in each of the selected river basins/coastal areas in accordance with co-financing commitments.

Composition:

1. National agencies responsible for water resource development and management
2. Local governments within the river basin and associated coastal region
3. Universities/scientific institutions within the river basin/coastal region
4. Communities/community groups, including women's organizations or a champion of women causes
5. Private sector/business associations
6. Other related projects.

The RBCCs will:

1. Oversee and guide the IRBM project in the river basin, including the planning, development and implementation of pilot projects that target hot spot locations/issues within the river basin/coastal area;
2. Review and endorse: annual work plans and budgets; technical reports; M&E reports; investments; financing and partnership arrangements; etc. associated with the river basin project to the National Steering Committees;
3. Establish a multi-disciplinary Project Team comprised of resource managers, scientific and technical experts, financial/investment specialists, legal experts, NGOs and community-based organizations to plan and develop annual work plans and budgets, coordinate the implementation of on-the-ground project activities in the river basin/coastal area, including: conduct of baseline assessments; implementation of (a) pilot

project(s) covering hotspot locations/issues in the river basin; setting up a comprehensive, scientifically sound environmental monitoring and reporting system; organizing capacity building and knowledge sharing activities; and distillation of new and emerging risks, lessons learned and good practices to strengthen and scale up IRBM.

4. Set up a River Basin Coordinating Unit (RBCU) to provide day-to-day guidance, coordination, monitoring and reporting of decisions and actions approved by the RBCC/Project Team.
5. Staff the RBCU with local personnel in accordance with co-financing commitments of local governments. RBCUs should include at least three staff, namely: i) IRBM Manager/Coordinating Officer; ii) IRBM Technical Assistant, and iii) Administrative Assistant.

## Appendix F. 5-Year Work Plan

No.	Outputs	Indicators	Responsible Party	2023				2024				2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Outcome 1:</b> Improved understanding of governance, socioeconomic, ecological conditions, gaps and needs of priority river basins/sub-basins and coastal areas.																							
1.1.1	Bio-physical profiles prepared/updated	State of River Basin (SORB) reports completed and used by national and local authorities in river basins/sub-basins for planning, evaluation and continual improvement, and communication.	Regional IRBM Project Management Office																				
1.1.2	Socio-economic and demographic profiles prepared/updated																						
1.1.3	Governance and management systems assessed			National Implementing Partners																			
1.1.4	Rapid assessment of land-based pollutant loadings and sources identified and forecasted using total pollutant loading models	TPL modeling/ forecasting (rapid assessment) employed in river basins/sub-basins to identify land-based pollution sources and loadings to coastal areas.	River Basin Coordinating Mechanisms																				
1.1.5	Competing uses, and users of water analyzed	Competing uses, and users of water determined and employed to identify water/ food/ energy/ ecosystem security issues in priority "HOTSPOT" areas of the river basin and coastal/ marine receiving waters.																					
1.1.6	Information and knowledge gained from the profiling and modeling activities consolidated into baseline assessments for the 6 priority river basins and coastal areas																						

No.	Outputs	Indicators	Responsible Party	2023				2024				2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Outcome 2.1</b> IRBM pilot projects implemented to demonstrate governance mechanisms and instruments for improved source to sea management in 6 priority river basins/sub-basins and coastal areas.																							
2.1.1	Detailed baseline assessments and feasibility studies conducted for IRBM pilot project development, financing and implementation at hotspot locations in 6 priority river basins/sub-basins and coastal areas.	Baseline assessments (6) and feasibility studies (6) undergo public consultation; consensus developed among stakeholders on preferred options for IRBM pilot project development and implementation.	Regional IRBM Project Management Office  National Implementing Partners																				
2.1.2	Agreements signed and implemented with national agencies, local governments, private sector and other interested partners to finance, construct, operate, assess. and report on IRBM pilot projects in 6 priority river basins/sub-basins and coastal areas in accordance with agreed indicators, monitoring programs, and metrics.	Agreements (6) submitted to national and/or local governments for signature and confirming public sector investments in IRBM pilot projects; IRBM pilot projects operationalized upon signature of agreements; pilot project operations, impacts and benefits monitored and evaluated.	River Basin Coordinating Mechanisms																				
<b>Outcome 2.2</b> Integrated river basin management strategies and action plans in 6 priority river basins/sub-basins formulated, adopted and initiated.																							
2.2.1	Assessments and recommendations for improved interagency and multisectoral governance structures	IRBM management strategies and action plans (6) submitted to Ministers, Heads of Government Agencies and Authorities, as relevant for each country, for adoption and implementation of the plans..	Regional IRBM Project Management Office																				
2.2.2	Assessments and recommendations for improved IRBM policies, laws, financial and economic instruments, and support programs		National Implementing Partners																				
2.2.3	Six IRBM strategies and action plans developed and endorsed to the appropriate Ministers, Heads of Government Agencies and Authorities for adoption and implementation		River Basin Coordinating Mechanisms																				



No.	Outputs	Indicators	Responsible Party	2023				2024				2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Outcome 3:</b> Improved IRBM knowledge management/sharing and enabling capacities among participating countries, partners and networks.																							
3.1.1	Technical report/guide for a harmonized set of IRBM governance and management indicators	Technical report/guide for harmonized set of IRBM governance and management indicators published and disseminated.	Regional IRBM Project Management Office																				
3.1.2	Improved IRBM water quality/monitoring and reporting programs implemented in connection with IRBM pilot projects	Scientifically sound river basin/sub-basin water quantity and quality M&E mechanisms set up and providing input to planning and development commitments.	National Implementing Partners																				
3.1.3	Core capacities and skills in IRBM development and management transferred to Project Team members, managers and implementers of IRBM projects	Enhanced national and local capabilities to scale-up and replicate IRBM.	River Basin Coordinating Mechanisms																				
3.1.4	Regional IRBM knowledge management, knowledge sharing and communication platform including project monitoring and evaluation operationalized	Collaborative regional knowledge sharing events facilitate cross-country and cross-regional transfer of knowledge, expertise and technologies. Innovative IRBM knowledge products and services disseminated and employed in up-scaling IRBM.																					
3.1.5	One percent of the GEF grant allocated for participation in regional and global forums, preparation of experience notes, and organization and conduct of regional twinning activities in collaboration with GEF LME/IW Learn	IW Learn collaborations result in transfer of knowledge products and technical collaboration across LMEs.																					

No.	Outputs	Indicators	Responsible Party	2023				2024				2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Outcome 4:</b> Project-level monitoring and evaluation, in compliance with UNDP and mandatory GEF-specific M&E requirements																							
4.1.1	Inception workshop and report	Project M&E completed through documentation from Inception Workshop, Annual GEF Project Implementation Reviews (PIR), M&E of GEF core Indicators, Gender Action Plan, Safeguards Frameworks and Action Plans, Independent Mid-Term Review, and Independent Final Evaluation	Regional IRBM Project Management Office																				
4.1.2	Annual GEF Project Implementation Review (PIR), and M&E of GEF core Indicators, Gender Action Plan, Safeguards Frameworks and Action Plans		National Implementing Partners																				
4.1.3	Independent Mid-Term Review		River Basin Coordinating Mechanisms																				
4.1.4	Independent Final Evaluation																						

# Appendix G. 2023 Work Plan And Budget

No.	Outputs	Indicators	Responsible Party	2023				Budget Description	Amount (USD)	Estimate of Completion
				Q1	Q2	Q3	Q4			
<b>COMPONENT 1: BASELINE ASSESSMENT OF SOURCE TO SEA MANAGEMENT CONTINUUM</b>										
<b>Outcome 1:</b> Improved understanding of governance, socioeconomic, ecological conditions, gaps and needs of priority river basins/sub-basins and coastal areas.										
1.1.1	Bio-physical profiles prepared/updated	State of River Basin (SORB) reports completed and used by national and local authorities in river basins/sub-basins for planning, evaluation and continual improvement, and communication.	Regional IRBM Project Management Office					International Consultants	39,000	June 2023
1.1.2	Socio-economic and demographic profiles prepared/updated							Local consultants	43,500	June 2023
1.1.3	Governance and management systems assessed		National Implementing Partners  River Basin Coordinating Mechanisms					Contractual Services-IP	56,250	December 2023
								Local consultants	18,600	December 2023
								Contractual Services	220,500	December 2023
								Travel	30,600	December 2023
								Local consultants	9,000	December 2023
								Contractual Services	100,552	December 2023
								Miscellaneous	5,960	December 2023
<b>SUBTOTAL</b>								<b>523,962</b>		
<b>COMPONENT 2: IRBM PILOT PROJECTS FOR IMPROVED GOVERNANCE AND MANAGEMENT OF RIVER BASINS/SUB-BASINS AND ASSOCIATED COASTAL AREAS</b>										
<b>Outcome 2.1:</b> IRBM pilot projects implemented to demonstrate governance mechanisms and instruments for improved source to sea management in 6 priority river basins/sub-basins and coastal areas.										
2.1.1	Detailed baseline assessments and feasibility studies conducted for IRBM pilot project development, financing and implementation at hotspot locations in 6 priority river basins/sub-basins and coastal areas.	Baseline assessments (6) and feasibility studies (6) undergo public consultation; consensus developed among stakeholders on preferred options for IRBM pilot project development and implementation.	Regional IRBM Project Management Office  National Implementing Partners  River Basin Coordinating Mechanisms					International Consultants	216,600	December 2023
								Local consultants	99,000	December 2023
								Contractual Services - IP	503,333	December 2023
								Travel	35,000	December 2023
								Information Technology Equipment	35,000	June 2023
<b>SUBTOTAL</b>								<b>888,933</b>		

No.	Outputs	Indicators	Responsible Party	2023				Budget Description	Amount (USD)	Estimate of Completion
				Q1	Q2	Q3	Q4			
<b>COMPONENT 3: KNOWLEDGE MANAGEMENT AND CAPACITY DEVELOPMENT</b>										
<b>Outcome 3:</b> Improved IRBM knowledge management/sharing and enabling capacities among participating countries, partners and networks.										
3.1.1	Technical report/guide for a harmonized set of IRBM governance and management indicators	Technical report/guide for harmonized set of IRBM governance and management indicators published and disseminated.	Regional IRBM Project Management Office					International Consultants	4,000	Until 2024
3.1.3	Core capacities and skills in IRBM development and management transferred to Project Team members, managers and implementers of IRBM projects	Enhanced national and local capacities to scale up and replicate IRBM	National Implementing Partners  River Basin Coordinating Mechanisms					Local Consultants	54,410	Recurring annually
								Contractual Services-IP	35,000	Recurring annually
								Local Consultants	50,000	Recurring annually
								Contractual Services	140,000	Recurring annually
								Travel	2,467	June 2023
<b>SUBTOTAL</b>								<b>285,877</b>		
<b>COMPONENT 4: MONITORING AND EVALUATION</b>										
<b>Outcome 4:</b> Project level monitoring and evaluation in compliance with UNDP and mandatory GEF specific M & E requirements.										
4.1.1	Inception workshop and report	Project M&E completed through documentation from Inception Workshop, Annual GEF Project Implementation Reviews (PIR), M&E of GEF core Indicators, Gender Action Plan, Safeguards Frameworks and Action Plans	Regional IRBM Project Management Office					Training, workshop, conference	30,000	March 2023
4.1.2	Annual GEF Project Implementation Review (PIR), and M&E of GEF core Indicators, Gender Action Plan, Safeguards Frameworks and Action Plans		National Implementing Partners  River Basin Coordinating Mechanisms					Local consultants	18,687	"June 2023 December 2023"
<b>SUBTOTAL</b>								<b>48,687</b>		

No.	Outputs	Indicators	Responsible Party	2023				Budget Description	Amount (USD)	Estimate of Completion
				Q1	Q2	Q3	Q4			
<b>PROJECT MANAGEMENT</b>										
	Regional Project Management Team to execute regional components 1-3 and guide participating countries actions created and installed	RPM managing and administering the regional project unit, officers and project consultants; developing and implementing annual workplan and budget; ensuring that the project produces the results specified in the project document	Regional IRBM Project Management Office					International Consultants	5,000	December 2023
		IRBM Project Officer Technical Backstop	National Implementing Partners					Local consultants	33,968	
		Finance and Admin Officer	River Basin Coordinating Mechanisms					Professional Services	15,000	
		Office Supplies						Service Contracts - Individual	15,000	
		Rental and Maintenance of IT equipment						Rental and maintenance of other office equipment	3,332	
		Rental and Maintenance of other equipment						Rental and maintenance of IT equipment	1,940	
								Office supplies	2,500	
								<b>SUBTOTAL</b>	<b>76,740</b>	
								<b>GRAND TOTAL</b>	<b>1,824,199</b>	

