

## Annex 5 - Project cumulative achievements by outcome and output

As per the SVP Master PAD Outcome Indicators		As per the NBI Results Based System			
Outcome Indicators	Key Achievements	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
<b>Effective coordination of the SVP thematic projects</b>	<ul style="list-style-type: none"> <li>10 SVP/SAP coordination meetings held; created one NBI spirit</li> <li>Matrixes for linkages and participation in meetings developed and implemented</li> <li>Activities that support SAPs identified &amp; implemented. Each project has conducted at least 2-3 activities that address SAPs needs</li> <li>All NBI programs/projects have started exchanging annual plans, reports and information on events.</li> <li>The criteria for coordination/ collaboration and inclusion within the NBI's SVP umbrella developed and adopted</li> <li>Branding of NBI was greatly enhanced (establishment of NBI KM team, NBI website, reporting and planning, one email domain, etc.)</li> <li>Joint capacity building plans developed and implemented coordinated by ATP</li> <li>RBS including common planning and reporting formats developed which are now in use by all NBI programs</li> </ul>	<b>Medium-Term Outcome 1 - Enhanced synergistic implementation of NBI programs and projects basin-wide within 5 years</b>			
		Evidence of long-term collaborative undertakings / initiatives between & within projects & programs	To have at least 30% of all undertakings done collaboratively	Approximately 30% of activities (unique to each project) have been collaborative undertakings	<ul style="list-style-type: none"> <li>MTR and intensive supervision increased collaborative implementation</li> </ul>
		Level of coordinated planning, budgeting and reporting	Use of uniform templates for planning, budgeting and reporting (RBS)	RBS Fully adopted but with 80 % compliance to the specifications in the templates	<ul style="list-style-type: none"> <li>Improvements continuing</li> <li>HR &amp; Financial Mngt. to be further improved during ISP</li> </ul>
		<b>Short-term Outcome 1.1 - NBI Programs and Projects effectively coordinated within 3 years</b>			
		.Level of compliance to agreed measures and procedures.	All projects complying to 100% of measures and procedures.	Approx. 90% implementation of measures agreed with Nile-TAC and Review Missions.	<ul style="list-style-type: none"> <li>Capacity to apply measures continually being developed</li> </ul>
		<b>Output 1.1.1 - Nile-SEC and SVP projects effectiveness and efficiency enhanced for effective project management.</b>			
		% of positions filled at Nile-SEC and projects	100% positions filled	<ul style="list-style-type: none"> <li>Nile-SEC &amp; all SVP projects had already reached 100% staffing level,</li> <li>Staff performance Appraisal is well going</li> </ul>	<ul style="list-style-type: none"> <li>Rate of implementation was accelerated from 2007 upto end of 2008</li> </ul>
		% budget utilization	80% budget realization	62% budget realization	<ul style="list-style-type: none"> <li>Great improvement from frequent Projects supervision meetings held for all SVP Projects. Specific areas for projects' focus were identified and strategies for improved performance</li> </ul>

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		<b>Output 1.1.2 - Mechanisms for coordination and integration of SVP projects and SAPs developed and implemented</b>			
		Development and level of implementation of a coordination strategy and plan	Linkage matrix and action plan	One linkage matrix followed and continually updated	<ul style="list-style-type: none"> <li>Common systems being developed (RBS financial reporting, procurement, etc)</li> </ul>
		Number of joint activities implemented that directly support SAPs	Yr 15 joint activities implemented and all meeting successful	<ul style="list-style-type: none"> <li>All scheduled meetings of all projects successfully held.</li> <li>.At least 2-3 joint activities have been carried out by each SVP project</li> <li>Examples: Joint awareness raising for NELSAP RATP by EWUAP, promotion of a coordinated approach to capacity building, initiation and preparation for the Nile Development Forum, preparation of the NBI RBS, several training conducted based on SAPs demand, employment of staff to SAPs by CBSI, NTEAP and WRPM</li> </ul>	<ul style="list-style-type: none"> <li>All activities are not implemented as planned due to several challenges including lack of clarity and inclusiveness of this forum and support to SAPs in the design of SVP projects.</li> <li>Capturing the lessons learned and institutionalization of the coordination forum is essential.</li> </ul>
		<b>Medium-Term Outcome 2: Enhanced delivery of project services within 5 years</b>			
		Annual and cumulative achievements as a % of targets by project / program	Yr 3: 80% Yr 4 &5: 100%	<ul style="list-style-type: none"> <li>All 8 SVP projects are delivering their outputs, and have on average achieved over 80 % of the original planned outputs, but 90% + achievement of the revised plans and targets.</li> <li>Nearly all projects experienced slight delays in meeting a few of their targets.</li> </ul>	<ul style="list-style-type: none"> <li>Developing operational systems, especially IFMS, procurements, disbursements, caused slight delays, but these were overcome.</li> </ul>
		Number of projects / programs meeting their targets in time	Yr 2: 80% Yr 3: 90% Yr 5: 100%		

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<b>Strengthened capacity of NBI institutions to manage basin-wide programs</b>	<ul style="list-style-type: none"> <li>Key staff recruited through the project to meet the needs of Nile-SEC in managing and delivering basin-wide programs</li> <li>The secretariat has been equipped with the necessary facilities (IT, KM and office equipment, vehicles, etc)</li> <li>On-the-job training provided on FM, procurement and administration</li> <li>Procurement training conducted to key Nile-SEC, SAPs and SVP staff</li> <li>Several studies have been conducted to assess and provide recommendations for strengthening the Nile-SEC capacity ( FM, Institutional capacity, M&amp;E, salary structure, etc) which are now absorbed by NBI for implementation</li> </ul>	<b>Short-term Outcome 2.1 - Strengthened NBI institutional capacity for project and program management (FMS, Procurement, RBS, IMS, HR) within 3 years</b>			
		<ul style="list-style-type: none"> <li>Level of application in SVP projects, of NBI principles, mechanisms and systems approved by Nile-TAC</li> </ul>	All projects complying to 90% of the procedures by Yr 2 and 100% by Yr 3.	<ul style="list-style-type: none"> <li>7 projects using UNOPS 100% (FM and Procurement systems). SVP CP adhering to the World Bank guidelines)</li> <li>All projects at 100 % adoption, and 80% compliance to RBS .</li> <li>Development of one harmonized HR policy pushed to ISP</li> </ul>	<ul style="list-style-type: none"> <li>There has been an increasing trend of efficiency in response to issues</li> <li>Development and application of RBS has been a learning experience and its application is being institutionalized</li> </ul>
<b>Development within the NBI institutions, of permanent FM and procurement systems that meet international standards</b>	<ul style="list-style-type: none"> <li>Review of FM for NBI conducted and recommendations taken-up by NBI which are under implementation</li> <li>Based on the review recommendations the Integrated FM System delayed for the 3<sup>rd</sup> Phase</li> <li>Immediate needs; Sun system upgrading for Nile-SEC and installation for NELSP-CU done</li> </ul>	<b>Output 2.1.1 - Financial management System (FMS) Strengthened</b>			
		<ul style="list-style-type: none"> <li>Level of upgrading of NBI FMS</li> <li>Average number of annual audit queries</li> </ul>	<p>System in place by Yr 3 (Fully automated)</p> <p>Audit queries reduced by 75% by Yr 3</p>	<ul style="list-style-type: none"> <li>Audits completed upto 2008; queries are reduced.</li> <li>FMRs prepared every 3 months, and procurement plan updated for SVP Coordination project</li> <li>Sun system upgraded for Nile-SEC and installed at NELSP-CU.</li> </ul>	<ul style="list-style-type: none"> <li>Current FM system not fully integrated but capable for the current need</li> <li>Development of Chart of accounts in progress</li> </ul>

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		<b>Output 2.1.2 - NBI National Operations strengthened</b>			
		Acceptance of completed national assessment reports on strengthening National NBI offices.	Development and implementation of national coordination strategy	National coordination strategy completed by CBSI, implementation started to be continued under ISP.	There is still need for increased work to strengthen national coordination.
		<b>Output 2.1.3 - NBI Institutional Strengthening Project operationalised</b>			
		Timeliness of project approvals and effectiveness.	Full operation by March, 2008	ISP project became effective and operational in Oct 2008	<ul style="list-style-type: none"> <li>ISP has absorbed all the activities covered by SVP-C</li> </ul>
		<b>Output 2.1.4 - NBI M&amp;E System established and operationalised</b>			
<p><b>The development and implementation of a monitoring and evaluation system for the Shared Vision Program</b></p>	<ul style="list-style-type: none"> <li>The NBI Result Based System developed including tools for planning and reporting</li> <li>Training modules developed and training conducted</li> <li>The RBS is fully operationalized by all NBI entities - Currently all SVP Projects and SAPs are planning and reporting based on the NBI RBS.</li> <li>The RBS enabled NBI to prepare one NBI report</li> </ul>	<ul style="list-style-type: none"> <li>Level of compliance of NBI reports to RBS</li> <li>Number of Successful review and evaluation missions</li> </ul>	<ul style="list-style-type: none"> <li>System endorsed by Yr 2</li> <li>100% adoption and compliance throughout NBI by year 3 - 8 SVP Projects, 2SAPs (program level)</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building to operate and use the RBS provided to the SVP Project Steering Committees, TAC, SAPs, Working Groups, Technical Committees, and key implementing staff in all NBI units.</li> <li>Manuals developed and disseminated and data tools developed.</li> <li>80%, compliance expected to reach 90% by 2008. (estimate from SVP projects' draft logframes, annual reports and work plans reviewed)</li> <li>100% adoption (8 SVP Projects 2 SAPs)</li> </ul>	<ul style="list-style-type: none"> <li>Application progressing well</li> <li>Users getting accustomed to new approach</li> <li>Focus has turned to the SAP investment projects – under ISP</li> </ul>

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Outcome Indicators	Key Achievements	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
<p><b>Enhancement and continued operation of the NBI Resource Center and website to ensure sound knowledge management and ongoing information sharing among NBI activities and with the public</b></p>		<b>Medium-Term Outcome 3 - Improved understanding and articulation of NB issues among the key stakeholders within 5 years</b>			
		Number of countries reflecting NBI / Trans-boundary issues in national planning	High in Yr 3: 7 countries Yr 5: All countries Continuous	Medium Information dissemination has been improved through CBSI communication, and the Nile-SEC Knowledge Management function	• Awareness still needed and ongoing in the countries
		<b>Short-term Outcome 3.1 - Expanded access to enhanced knowledge and Information systems in NB countries within 3 years</b>			
	<ul style="list-style-type: none"> <li>• Knowledge management policy and guidelines that serves as a general framework for the NBI has been developed</li> <li>• NBI website established and maintained</li> <li>• The French version of the website established and initiated uploading of translated content to the website is underway</li> <li>• On-line and physical library and document management system is established at the Nile-SEC with wide range of information materials; linkages with several libraries and universities are established; a web page for the NBI virtual Library is in use</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. of established forums for information exchange among key stakeholders</li> </ul>	Covering 75% of total number of stakeholder categories	<ul style="list-style-type: none"> <li>• All forums of the SVP obtained information</li> <li>• At least 7 fora (Media, Parliaments, Lawyers, , Elders, NGOs, Research and academic Institutions) and NBI website and News letters.</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness should go beyond the water Ministries</li> <li>• No existing protocol for exchange of information</li> <li>• Nile-IS to be accessible to enhance information exchange</li> </ul>
		<b>Output 3.1.1 - NBI Internal Management Information Systems developed and strengthened</b>			
		<ul style="list-style-type: none"> <li>▪ Number of tools developed and in use (Knowledge management guidelines, IT tools, information strategies)</li> </ul>	6 in use by Yr 3	<ul style="list-style-type: none"> <li>• 5 (Information standards &amp; guidelines, Website, Portal, Mail system, Cyber &amp; virtual Library) are fully operational</li> <li>• Nile-IS developed and is in use internally to upload the SVP products</li> </ul>	<ul style="list-style-type: none"> <li>• Document Management System continually updated</li> <li>• Operationalization and accessibility of Nile-IS is delayed due to staff turnover and capacity of</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Number of materials translated into French</li> </ul>	75% of all NBI documents translated by year 3	<ul style="list-style-type: none"> <li>• Moved from low to medium</li> </ul>	<ul style="list-style-type: none"> <li>• French translations now on-going</li> </ul>	

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Outcome Indicators	Key Achievements	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
	<ul style="list-style-type: none"> <li>The NBI IT/KM team is established comprised of staff from Nile-SEC, SAPs and SVP projects, jointly working to upgrade the NBI KM system</li> <li>(Nile-IS) has been developed for systematic storage, retrieval and exchange of information. It is the primary tool to capture and make easily accessible the SVP products to stakeholders</li> <li>A draft procedure for approving documents, and which details roles and responsibilities on uploading and maintaining is prepared and submitted to Nile-SEC</li> </ul>	<b>Output 3.1.2 - NBI Website enhanced and operated</b>			
		Number and nature of clients' feed back on the website.	High, with 100% positive	75% Positive	<ul style="list-style-type: none"> <li>Content continues to improve to meet stakeholder interests</li> <li>French website developed</li> </ul>
		Frequency of visits to website	High	40,000/Month hits on average with about 1800 unique / first time visitors	
		<b>Output 3.1.3 - NBI Documentation and Information Physical and Virtual Library established and maintained</b>			
		Number of library users	Yr 1: 10 per day Yr 2: 30 per day Yr 3: 50 per day	5 - 8 per day	<ul style="list-style-type: none"> <li>Need for user training on Library systems</li> <li>Networking with libraries of other organizations within and beyond the basin on-going.</li> </ul>
Types and number of references materials accessible in the library.	At least 5,000 – 10,000 copies each of 7 main categories 50 full text databases	2000 – 2,500 copies of each of 7 categories. 25 full text Databases Construction archives progressing.			

**PAD Outcome Indicator: Design and implementation of a training program in project management, including financial management and procurement, for NBI and SVP project staff, as well as other key stakeholders**

*Achievements made under this Outcome Indicator related to Component 5- Training, are spread through the other sessions of this log-frame. Detailed information on this specific Outcome is included in the main body of this report Section .....*