

Nile Basin Initiative Transboundary Environmental Action



**Micro Grants Capacity Building Regional Workshop for
NGO Networks and Government Staff
22-24 September 2005, Ethiopian Red Cross Training Center
Addis Ababa, Ethiopia**

**Prepared by
Zewde & Associates Plc
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Acronyms

ANRS	Amahara National Regional State
BoA	Bureau of Agriculture
CB	Community Based
CBO	Community Based Organizations
CD	Community Development
CO	Community Organization
DG	Development Goal
DRC	Democratic Republic of Congo
EE&A	Environmental Education and Awareness
EU	European Union
GEF	Global Environment Facility's
HH	House Hold
HQ	Head Quarter
ICCON	International Consortium for Cooperation on the Nile
ILH	Indigenous Land Husbandry
ISD	Institute for Sustainable Development
LGMC	Local Micro-Grants Coordination
LMGC	Local Micro Grants Coordinator
LSC	Local
M&E	Monitoring and Evaluation
MG	Micro Grant
MGLS	Micro Grants Lead Specialist
MGC	Micro Grant Component
N/LMGCs	National/ Local Micro Grant Coordinators
NAP	National Action Plan
NB	Nile Basin
NBC	Nile Basin Countires
NBI	Nile Basin Initiative
NEAP	National Environmental Action Plan
NMGC	National Micro Grants Coordinator

NOG	Non Governmental Organizations
NP	National Program
NPCs	National Program Coordinators
NSC	National Steering Committees
NTEAP	Naile Transboundary Environmental Action Project
OG	Overall Goal
ORDA	Organization for Rehabilitation and Development in Amhara
PCM	Presentation on Project Cycle Management
PIP	Project Implementation Plan
PIR	Project Implementation Review
PMO	Project Management Office
PMU	Project Management Unit
PRA	Participatory Review Appraisal
RPM	Regional Project Manager
SAPs	Subsidiary Action Programs
SGP	Small Grants Programme
SMART	Simple, Measurable, Attainable, Real, Time bounded
SVP	Shared Vision Program
SWOT	Strength, Weaknesses, Opportunity, Threats
TAC	Technical Advisory Committee
TEA	Transboundry Environmental Analysis
UN	United Nations
UNDP	United Nations Development Programme
UNOPS	United Nations Office Project Services
USD	United States Dollars
WB	World Bank
ZOPP	Ziel Orientet Project Planung

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**REPORT
ON**

**Micro Grants Capacity Building Regional Workshop for
NGO Networks and Government Staff
22-24 September 2005,
Ethiopian Red Cross Training Center
Addis Ababa, Ethiopia**

1. Background

The objective of the Nile Transboundary Environmental Action Project (NTEAP) is to support the development of a basin-wide framework for actions to address high priority transboundary environmental issues within the context of the Nile Basin Initiatives' (NBI's) Strategic Action Program. The Project supports the Nile Basin countries to develop sound approaches to deal with transboundary environmental threats at the regional and national level. Moreover, the Project will encourage more effective basin wide stakeholder cooperation on transboundary environmental issues by supporting the implementation of the actions prioritized by the Transboundary Environmental Analysis Document in the following areas/components:

- ❖ Institutional Strengthening to facilitate regional cooperation;
- ❖ Community-Level Land, Forests and Water Conservation;
- ❖ Environmental Education and Awareness;
- ❖ Wetlands and Biodiversity Conservation;
- ❖ Basin Wide Water Quality Monitoring.

The Community-Level Land, Forests and Water Conservation Component, will support pilot activities in geographic and thematic areas of transboundary significance. It will demonstrate the feasibility of local level approaches to land and water conservation, including mitigation action for erosion, non-point source pollution, invasive waterweeds and environmental awareness and NGO networking.

It consists of three sub-components:

- Enhanced basin wide capabilities and cooperation, which includes the management of activities for the entire component, as well as provision of support to a series of workshops that are intended to provide training and information sharing for NGOs, NGO networks and government staff.

- Priority Action for addressing soil erosion. This sub-component will support carrying out rapid assessment studies in regions where soil erosion have been identified as high priority during project preparations.
- The Nile Transboundary Micro Grants Program, which will support community-driven interventions to address transboundary environmental threats on a local scale. The Nile Transboundary Micro grants will also provide alternative sustainable livelihood opportunities to communities who may otherwise be obliged to overexploit their natural resources.

The NTEAP Micro Grants Program in order to sensitize and enable the NGOs and CBOs to benefit from this program has been conducting a series of Regional Capacity Building Workshop in the riparian countries.

Zewde & Associates was contracted to undertake the facilitation of the workshop that was conducted in Ethiopia.

2. Venue and Program of the Workshop

The NTEAP Micro Grant Program Regional Capacity Building Workshop for NGO Networks, and Government Staff was conducted from 22-24 September 2005 in the Ethiopian Red Cross Society Training Center, Addis Ababa, Ethiopia. (The workshop program is shown as **Annex 1**)

3. Objectives of the Workshop

The objectives of the work were:

- To raise the general understanding of the environmental constraints and problems that face the Nile Basin
- To increase the public awareness on the issues affecting the basin so as to mobilize their support for conservation efforts.
- To bring to the table new ideas and best practices and workable models from the different countries to be shared among the participants.
- To highlight the role of Micro-Grant Funds, which are useful resources for implementing pilot local NGO/CBO driven transboundary activities.

4. Opening Ceremony

The workshop was officially opened by Dr. Tewolde Berhan Gebre Egziabher, the Director General of the Environmental Protection Authority of Ethiopia, a renowned environmentalist, who was awarded the Rights Livelihood International award in the year 2000 for his exemplary work to safeguard biodiversity and the traditional rights of farmers and communities to their genetic resources.



In his opening speech Dr. Tewolde Berhan welcomed the participants and pointed out that we are in the Rift Valley where the Nile basin is about 10 km north from where we are. In his opening speech, he emphasized the role of the river Nile and the Nile Basin Initiative in fostering development among the riparian countries. He pointed out the importance of water where there cannot be a

replacement by comparing it with oil that could be substituted by other energy resources. He reiterated that the equitable use of the Nile water resources by cooperation among countries would divert war. He shared his views on the calamities like the in southern America are coming as a result of climate change which has a lot to do with the global warming and with the way we handle the environment . He emphasized that million of people are dying of famine in Africa as a result of drought and therefore we need to know where such calamities would hit us and that there is need for corporation and utilization the Nile Water resources by taking measures against land degradation, water pollution and deforestation. If we do not do something to the three problems, then the Nile water will reduce and therefore we need to make the Nile water safe. He appreciated the micro grants program, which is an attempt to involve the communities to conserve the Nile catchments to save the Nile water resources, and therefore should be encouraged. He concluded his speech by reminding the participants that the Communities should be assisted to get access for funds to manage the environment, which would contribute to the political cooperation among the riparian countries.

Earlier Mr. Gedion Asfaw the Regional Manager of the Nile Transboundry Environmental Action Program (NTEAP) welcomed the participants to Ethiopia and recalled the meeting they had in Nairobi with the group from the NBI countries to discuss the same issues that are to be tackled this week. He pointed out that by conducting a second similar session this week that they are attempting to reach as many stakeholders as possible for effective implementation of the micro grants program. He took the opportunity to welcome the new micro grants coordinators from Burundi, Democratic Republic of Congo, Ethiopia and National Project Coordinators from Rwanda and Uganda who have joined the projects since the last meeting in Nairobi.

He elaborated the main purpose of the workshop is to exchange views on initiating implementation of micro grants projects in all of the NBI countries. He informed the participants that the NTEAP intends to make available US\$ 5 million over the coming 4 or 5 years for community based projects within the Nile basin and the grant for each project will be \$25000 thus over 200 projects are expected to be implemented in all of the NBI countries. Each country may be implementing 20 to 25 projects. He also further explained that the project intends to make grants amounting close to \$1 million and is expected to implement about 40 projects. However, this may not be possible to realize this plan but urged that those countries that have completed the preparatory activities to implement as many projects as possible up to the end of December 2005. He encouraged the participants to

actively engage themselves as all sessions are intended to be participatory and they would serve as basic information, which will assist them to initiate micro grants projects in their respective countries. His opening remarks are shown as **Annex 2**.

Mr. Amir Baker, Lead specialist of the Micro Grant Program, thanked Dr Towelde for his keynote speech and welcomed participants to the workshop. He then requested the Facilitator to make the self-introduction of the workshop participants.

Mr. Hesham Ghary Regional Project Manager of Water Resource Planning & Management was present as the invited guest of the workshop.

5. Workshop Participants Analysis

The workshop participants were 34 drawn from the nine Nile riparian countries of: Egypt, Sudan, Ethiopia, Kenya, Uganda, Tanzania, Rwanda, Burundi and Democratic Republic of Congo. There were 7 female and 27 male participants coming from the Project Management Unit (PMU), staff of NTEAP, Local Micro Grants Coordinators, NGOs and CBOs, Small Grants Project (SGP) and Environmental Protection Authorities of member countries. The participants were requested to introduce their names, organizations, profession and expectations from the workshop. Their expectations were in line with the workshop objectives. As the participants were French and English speaking, the bi-lingual interpreters who came from Sudan for the workshop made simultaneous translations.

(The list of workshop participants is shown in **Annex - 3**)

6. Methodology

The methodology adopted for the workshop was the Participatory Planning workshop with presentations made by resource persons. Discussions were conducted at plenary sessions and group work on the thematic topics and reaching consensus by way of recommendations and the way forward. To facilitate active participations, participants were made to introduce each other and express their expectations. They were seated in small groups with gender and countries balance for maximizing personal communications and building team spirits. Workshop guidelines were prepared for participants to follow during the workshop for enhancing maximum participation and achieving the objectives of the workshop. Energizers, slogans and jokes that were group initiated /participatory

were used during the workshop to motivate and break boredom and to keep participants very active during the sessions. Mood Barometers were prepared to be filled by the participants at the end of every day to assess feelings of the day. Recapitulations of previous day activities were presented every morning to recall the previous day work and the mood barometer reviewed to assess how to better perform in the next days. Visualization, video, power point presentations and posters about the NBI and NTEAP were displayed in the venue and group dynamics for maximum participation were applied during the workshop.

7. Workshops Proceedings

7.1 Session 1: Introduction to the NBI, NTEAP its Components

The Session started with the introduction of the overview of the objectives, the program and the guiding workshop rules by the Facilitator.

It was followed by the presentation of Mr. Gedion Asfaw the Regional Project Manager on **Introduction to Nile Basin Initiative (NBI) and the Nile Transboundary Environmental Action Program (NTEAP) and its components**

7.1.1 Presentation by Mr. Gedion Asfaw, RPM

Mr. Gedion Asfaw introduced the Nile Basin Initiative (NBI) and the Nile Transboundary Environmental Action Program (NTEAP) components He informed the participants that the NBI was formally established on February, 1999 and the Secretariat began functioning at the beginning of June 1999 in Entebbe and was officially launched on 3 September 1999. He said the vision of NBI is: *“to achieve sustainable socio-economic development through the equitable utilization of, and benefit from, the common Nile Basin water resources*



Mr. Gedion reiterated that the primary objectives of the NBI are:

- *To develop the water resources of the Nile Basin in a sustainable and equitable way to ensure prosperity, security, and peace for all its peoples;*
- To ensure efficient water management and optimal use of resources;*
- To ensure cooperation and joint action between the riparian countries, seeking win-win gains;*
- To target poverty eradication and promote economic integration; and,*
- To ensure that the program results in a move from planning to action.*

He also briefed the participants about the programs that are being undertaken as follows:

a) Subsidiary Action Programs (SAPs)

SAPs objective is to translate the Shared Vision into action, realizing transboundary development opportunities within the agreed basin wide framework. SAP is aimed at the delivery of actual development projects involving two or more countries and to date the riparian countries have formed two SAPs at sub-basin level – in **the Eastern Nile (Ethiopia, Sudan and Egypt)** and the **Nile Equatorial Lakes regions (Burundi, Rwanda, DRC, Sudan, Egypt, Tanzania, Kenya and Uganda)**

b) International Consortium for Cooperation on the Nile (ICCON)

ICCON has been established to support the NBI's Strategic Action Program. It is a partnership between and among the Nile riparian countries and the international community with the

objectives of seek financing jointly for basin-wide engagement and sub-basin investment for cooperative development ; promoting transparency among countries & donors as well as establishing broader partnerships among riparian & donor actions within the agreed framework.

c) NBI Shared Vision Program (SVP)

The NBI Shared Vision Program (SVP) includes:

1. Nile Transboundary Environmental Action
2. Nile Basin Regional Power Trade
3. Efficient Water Use for Agriculture Production
4. Water Resources Planning and Management
5. Confidence-Building and Stakeholder Involvement Communications)
6. Applied Training
7. Socio-Economic Development and Benefit-Sharing.

The Shared Vision Program: Project Linkages were also presented

d) Nile Transboundary Action Program (NTEAP)

Mr. Gedion gave a detailed explanation about the Nile Transboudry Action Program (NTEAP) which is based in Khartoum where he is the Regional Project Manager.

The Objective of NTEAP are:

- To provide a strategic environmental framework for the management of the transboundary waters and environment challenges in the Nile River Basin.
- Improve the understanding of the relationship of water resources development and environment
- Provide forum to discuss development paths for the Nile with a wide range of stakeholders;
- Enhance basin-wide cooperation and environmental awareness; and
- Enhance environmental management capacities of basin-wide institutions and the NBI.

The Project components are:

1. Institutional strengthening
2. Community level land, forest and water conservation
3. Environmental education and awareness
4. Wetlands and biodiversity conservation
5. Water quality monitoring

The total project cost is USD 43.60 with the following break down:

- Institutional strengthening.....18.24
- Community level land,.....11.85
- Environment education &..... 3.43
- Wetlands & biodiversity..... 7.15
- Water quality monitoring..... 2.93
- Total..... 43.60

Mr. Gideon concluded his presentation by explaining NTEAP organizational structures and the networking of the programs with the detailed implementation schedules. (Presentation of Mr Gedion Asfaw is shown in **Annex 4**)

Discussion points on Presentation: Mr. Victor Kamagnne L MGC Tanzania Rapporteur:

Question: What is the membership contributions made so far considering every riparian country?

Answer: Every country contributes towards running the NBI secretariat based in Entebbe, Uganda. It is not easy to say how much in cash has one contributed so far but all members are contributing.

Question: What are the existing linkages between NBI Projects at national levels and what are the NTEAP achievements to date?

Answer: NBI has a special project, which oversees coordination and linkages among NBI Projects. The project is known as Shared Vision Project (SVP) Coordination Project and it is based in Entebbe, Uganda. There must be an NBI representative at every nation to oversee coordination and linkages of NBI activities but now, that person is not yet recruited. NTEAP is now one and half years old, it started working in October 2004 by conducting staff recruitment at PMO and national levels. During that period institutionalization was the major activities which consumed most of NTEAP time: Other achievement to date are:

- Environmental Education and Awareness:
 - Establishment of EE&A national working groups
 - Publishing news letters
 - Establishment of website [www. nteap.org](http://www.ntep.org), where one can find work plans, activities, plans news letters etc
 - Water Quality monitoring:
 - Conditioning of water quality monitoring baseline data
 - Conducting meetings with water experts
 - Identifying capacities of laboratories in each nation, studying gaps and strength

- Community level land and water conservation
 - Recruitment of LMGCS
 - Establishment and facilitate approvals of National action Programs (NAPs)
 - Call for proposals, at different stages
 - Some projects have been approved todate,10 are in Sudan
 - Preparation of working documents (Manual, strategy etc)

He concluded his answer by saying the above achievement indicates that the project has done a good job as compared to its lifetime of only one and half years.

7.1.2 Presentation by Mr. Amir Abu Baker on the Micro Grants component of Community Level Land, Forests and Water Conservation

Mr. Amir Abu Baker Micro Grant Lead Specialist of the Nile Transboundary Environmental Action Project (NTEAP) in the project management unit (PMU) gave power point presentation on the Micro Grants component of Community Level Land, Forests and Water Conservation. Mr Amir introduced the Micro Grants program, which is designed as a replica of the successful Small Grants Program (SGP) that provides seed capital to NGOs and enhances capacities, knowledge and sharing of information that fosters transboundary linkages by working with communities specially vulnerable groups (women).

He informed the participants the component *have three sub-components, which are:*

1. *Enhanced basin wide capabilities and cooperation- capacity building activities (regional and national)*
2. *Priority action for addressing Soil Erosion- intended to inform Micro-grants thru mitigation pilots proposals and recommendations*
3. *Nile Transboundary Micro-grants Program –*
 - *Policy Instrument : NT MG Strategy*
 - *Operational Instrument: MG Manual*
 - *Planning instrument: National Action Plan*
 - *Institutional structures at national level (Host NGO,NSC)*
 - *Coordinators: At national level*
 - *Grantees: national and local NGOs*



He further explained the opportunities for using Micro Grants by addressing the need to support community level initiatives to conserve the Nile Basin environment, which allows testing and piloting of sound approaches to conserve the environment and supporting local ownership and encouraging community buy-in in environmental challenges

- Supports EE&A and Water Quality Monitoring activities through provision of micro-grants:
- Examples: using schools as entry points: “Adopt a tree projects stimulates culture of tree rearing among youngsters”
- Provides resources for simple technologies such as access to clean drinking water through provision of sand filtration units for villages & providing villages with test kits to monitor quality of filtered water
- Provides opportunities for transboundary linkages among NGOs and communities
- Supports EE&A and Water Quality Monitoring activities through provision of micro-grants:
- Examples: using schools as entry points: “Adopt a tree projects stimulates culture of tree rearing among youngsters”
- Provides resources for simple technologies such as access to clean drinking water through provision of sand filtration units for villages & providing villages with test kits to monitor quality of filtered water
- Provides opportunities for transboundary linkages among NGOs and communities

The opportunities also support EE&A and Water Quality Monitoring activities through provision of micro-grants. Some examples are using schools as entry points: “Adopt a tree projects stimulates culture of tree rearing among youngsters”. In addition, it provides resources for simple technologies

such as access to clean drinking water through provision of sand filtration units for villages and providing villages with test kits to monitor quality of filtered water that provides opportunities for transboundary linkages among NGOs and communities. He reiterated that Micro Grants would be operational in all nine NB countries by October 2005. Each country would have its own Micro Grants Coordinator (s) and a standing NSC to approve project proposals. Proposals would be approved up to a ceiling of \$25,000 where all proposals must address a common environmental problem. He further elaborated the elements of the Project Proposal and the steps to be followed. After approval of countries, the elements of the Proposal Projects will begin by calling for Project Concepts/Proposals directed towards NGOs/CBOs and to share experience of five countries workshops would be organized. As project concepts provide minimal necessary info to the MGCs assessments are made to evaluate whether the NGO is eligible to receive funds and the project idea is sound and fits NAP/MG Strategy.

Proposals may be for Planning Grants or full fledged projects, nevertheless, proposals would be reviewed by MGCs and submitted to LSC for endorsement before submitting to NSC. Furthermore, proposals must address priorities identified in NAP and must fit within the three typologies of the MG Strategy. He stressed that Project Proposals should consist of:

- A statement of compliance with MG Criteria
- Complete info on NGO, participants, stakeholders any prior experience
- Evidence of participatory planning process & agreement by participants on the objectives of project
- Baseline assessment
- Project Objective (s), activities and results
- Technical assistance (what and how)
- Work plan
- Budget
- M&E Plan
- Sustainability Plan
- Communications –exchange visits should be in work plan and budget

Mr. Amir concluded his presentations by sharing the lessons learned and best practices which are:

- MG has its own M&E Framework at all levels
- Use local media to advocate for best practices and show visibility of achievements

- Encourage grantees, schools to establish their own newsletters and show results in current ones
- Make use of NPCs and NMGCs to disseminate best practices across the basin through PMU
- Send articles for posting in NTEAP newsletter or web page
- Unsuccessful activities should also be shared so others can learn from them
- *Emphasis on vulnerable groups specially women....*

(Presentation of Mr. Amir Abu Baker is shown in **Annex 5**)

Discussions on the Presentation: Mr. Victor Kamagnne L MGC Tanzania Rapporteur

Question: How many projects can be supported per year per one country? Is there limiting projects in large country like Sudan and how do address the limitations?

Answer: Allocation of grants is only done on equal basis. The difference can only occur in particular if the nation is not performing well, otherwise they have an equal opportunity

Question: Child mortality is very high in Sudan can this challenge be linked to women assistance.

Answer: The types of projects to be funded are based on the National Action Plan (NAP)/Strategy. Each NAP has clearly stated the type of projects to be supported. Support to child mortality can be done but this will depend on how the proposal is written and what the NAP allows.

Question: There are many projects working for the community. It is also my hope that the Micro grants program will give opportunity to implement projects in the basin. How can micro grants help us to have sound approach to develop community based projects?

Answer: Approaches are prepared at local levels. It is therefore the role of each nation to train and design projects the way they want and according to their NAP.

Question: LMGCs are doing a good job to screen and correct proposals. By so doing they can delay the proposals and thus deny the national a chance to access grants. How can the countries (coordinators) be pushed?

Answer: There has to be a written proof stating that the nation has failed to deliver proposals. The project has the best LMGCs who need not to be pushed, since they are proactive and professionals.

Question: There are so many groups or community organizations who can produce good proposals but they have no capacity to implement the projects. How does the micro grant make sure that whoever receives funds have the capacity to implement the project to its end?

Answer: Capacities should be tested before giving out funds. Coordinators can train the organizations before giving out funds. Funds are given out in tranches of 30%, 30% 30% and 10% to ensure that the money is well secured.

Question: What are the criteria for calling the proposals, which ensures that every one gets an equal opportunity?

Answer: This varies from country to country depending on the method, which is stated in the NAP.

Question: .It is very important to include the problem statement in the proposal, can this be included in NTEAP proposals. What efforts are there to involve local authorities in Uganda?

Answer: Problem statement is mentioned and taken care of in the statement of compliance and baseline parts, which are part of micro, grants proposal format. Local authorities in Uganda and other countries are members of local/National Steering Committees, and therefore are involved in the process of identifying grantees.

Question: Transboundary projects can be difficult to plan. Is it possible to conduct such projects next year since this will give coordinators ample time to network among them?

Answer: Three types of projects are allowed in NTEAP strategy and NAPs. For the first year, each country should work on the type one projects, which are in country projects, Cross Border, and Transboundary projects can be conducted in the second year and above.

7.2 Session 2 The Environment of the Nile Basin: Threats and Opportunities

7.2.1 The Environment of the Nile Basin: Threats and Opportunities

Mr. Gedion Asfaw NTEAP Regional Project Manager gave the power point presentations on the Environment of the Nile Basin: Threats and Opportunities.

He stated that the objectives of the presentation is to provide participants with an overview of the Nile Basin Environment, highlight the major environmental threats and explore opportunities and approaches to address the threats

He elaborated and the showed the linkages between the **NBI Vision** which is **”to achieve sustainable socioeconomic development through equitable utilization of, and benefit from, the common Nile Basin water resources”** and NTEAP Objective that: is **”to provide a strategic environmental framework for the management of the transboundary waters and environment challenges in the Nile River Basin riparian countries, through a cooperative arrangement, ensure the wellbeing of individuals, communities and peoples of the basin as a whole is not compromised due to environmental degradation and/or scarcity”**

He informed the participants that the Nile Basin Countries (NBCs) have an area of 3.2 million sq.km, length over 6800 km covering 10 countries, where 35% of the area of the NBCs is in the Nile Basin, and 46% of the population of NBCs live in the basin and population density in 1990 was 41.6 and in 2025, 91 people per sq km.

He also presented the biodiversity , indicators of the basin , as : 129 Fish Species and 26 Fish Endemics (Nile River only); 137 Amphibian Species; >3 Sites Ramsar; 69 Wetland-Dependent IBAs; 5 Endemic Bird Areas and 4.5 percent Protected Areas: He also gave the information on the rainfall that 3000 bcm water falls over the basin and only 2 to 4% reaches Aswan and in 1994 four countries experienced water scarcity and stress in 2025, 9 countries will experience water scarcity and stress The water availability thresholds are:

- Water poverty < 500 cu.m per capita per year,
- Water scarcity < 1000 cu.m per capita per year,
- Water stress < 1700 cu.m per capita per year (annually available renewable water divided by Population)

Mr. Gedion briefed the participants on Nile River Basin Transboundary Environmental Analysis that has been undertaken through donors assistance The studies were: **A collective synthesis of basin-wide environmental trends, threats and priorities and Agenda for Environmental Action – basis for joint investment opportunities**

The participants were also briefed about the establishment and structure of the NBI and the Strategic Action Program which are:

- Basin-wide projects - “Shared Vision Program” (SVP)
- Sub-basin projects - “Subsidiary Action Program”(SAP)

The **SVP** is to help create an enabling environment for action on the ground

The **SAP** is aimed at the delivery of actual development projects involving two or more countries

He pointed out the environmental threats and opportunities as follows:

Environmental Threats:

- deforestation,
- soil erosion,

- sanitary concerns,
- water weed infestation,
- siltation,
- deforestation,
- soil erosion,
- sanitary concerns,
- water weed infestation,
- siltation,
- flood and droughts,
- loss of species and ecosystems,
- wetlands degradation

He explained effects and paths of each environmental threat National, Transboundary level and the Role of institutions and physical resources needed.

Opportunities

- Intensifying soil conservation & forestry activities in upstream countries
- Practicing efficient water use in down stream countries (drip irrigation, recycling.)
- Promoting livelihood improving activities (improved water supply & sanitation, alternative energy, income generating activities)
- Establishment of peace parks
- Water quality monitoring and compliance
- Possible Location of Peace Parks
 - Feasibility must be checked
 - Detail study needed
 - Consent of participating countries

Mr. Gedion concluded his presentation by posing the following suggestions

- On the basis of the TEA prioritize the environmental threats at sub-basin level and at district level in consultations with the affected communities
- For each identified threat develop options/ alternatives for addressing the threats
- Explore possibilities of attaining thematic and geographical focus for impact
- Build on what has already worked and have gained acceptability at the community level
- Establish linkage with ongoing SGP in your locality and in other countries for experience sharing

-Keep record of the process of planning and implementation, use of all micro grants projects (written, pictures, videos..)

-Promote and follow-up on up-scaling of successful projects.

(Presentation of Mr. Gedion Asfaw is shown in **Annex 6**)

Discussion on Presentation Ms. Ishrag Dirar NGMC Sudan -Rapporteur

The participants raised the issues of water pollution in the Nile, by dumping garbage in the Nile, has to be stopped.

Mr. Gedion replied that this is a major concern where all concerned countries should cooperate to find permanent solutions.

To promote” peace parks “environmental conservation in the Basin-the initiative now led by president Mandella should be promoted and sustained.

Some participants asked if the small tributaries coming from the Central Democratic Republic of Africa could be considered as part of the river Nile Basin.

Mr. Gedion replied that they can not be considered as part of the River Nile Basin.

7.3 Session 3 Participatory Planning Methodologies

7.3.1 Community Development and Participatory Planning

Mr. Zewde Biratu, the Facilitator made the presentation on Community Development and Participatory planning.

Mr. Zewde gave the definitions of Communities as:

- Individuals, family or group, block, organization, or agency in a neighborhood or service delivery system with in -National, Regional, International context where individuals are involved as complete persons who can satisfy all or most of the wide range of purposes in the group. It is also a form of sociality that signifies the character of relation between members of the most common, durable and balanced micro social phenomena. They can be a small social unit establishing and maintaining social solidarity, which is impossible in large groups. It can be a small group with determining influence upon social and economic life of its members. So we can say a community is a small, distinct, homogenous and more or less self-sufficient social unit bound by common feeling of togetherness where the community is united by an accord of feeling or sentiment between individuals.

He also explained the factors of **poverty** (*as a social problem*) as: **ignorance, disease, apathy, dishonesty and dependency**, which are to be seen simply as conditions, but they are not necessarily good or bad, but they just are. If it is the decision of a group of people, as in a society or in a community, to reduce and remove poverty, they will have to, without value judgment, observe and identify these factors, and take action to remove them as the way to eradicate poverty. These factors, in turn, contribute to secondary factors such as, lack of markets, poor infrastructure, poor leadership, bad governance, under-employment, lack of skills, absenteeism, lack of capital, and others. Each of these are social problems, are caused by one or more of the big five, and each of them contribute to the perpetuation of poverty, and their eradication is necessary for the removal of poverty.



The factors of poverty were defined in detail for the participants better understanding as follows:

-Ignorance means having a lack of information, or lack of knowledge. It is different from stupidity, which is lack of intelligence, and different from foolishness, which is lack of wisdom, "Knowledge is power".

-Disease when a community has a high disease rate, absenteeism is high, productivity is low, and less wealth is created. Apart from the misery, discomfort and death that results from disease, it is also a major factor in poverty in a community. Being well (well-being) not only helps the individuals who are healthy, it contributes to the eradication of poverty in the community.

-Apathy is when people do not care, or when they feel so powerless that they do not try to change things, to right a wrong, to fix a mistake, or to improve conditions. Sometimes, some people feel so unable to achieve something, they are jealous of their family relatives or fellow members of their

community who attempt to do so. Then they seek to bring the attempting achiever down to their own level of poverty. Apathy breeds apathy.

-Dependency results from being on the receiving end of charity. In the short run, as after a disaster, that charity may be essential for survival. In the long run, that charity can contribute to the possible demise of the recipient, and certainly to ongoing poverty

For effective lasting change to take place, the change must occur in the individual intention, behavior, collective culture and the social system to bring changes through participatory development.

The individual intentions could be one's own thoughts, beliefs, understandings, and values, while individual behaviors are behaviors and skills one has learned and exhibits. Collective culture could be our commonly held social understandings and agreements and Social system are written records, buildings, transportation systems, laws, economic systems, etc.

Mr. Zewde presented the rationales for community development as

- Development is not possible unless it impacts whole communities. Without their participation, there would be no development, and any improvements will not be sustained.
- .As communities become stronger, they contribute to genuine national development.
- A positive approach is a requirement for community work; accept failures and go on beyond them; accept that we all make mistakes so avoid criticism and build on strengths.

He then elaborated the twelve lessons on Participatory Community Development as follows:

1. Communities have a right to participate in decisions that affect their living and working conditions.
2. Only participation with decision-making power is sustainable and creative.
3. Genuine participation requires community involvement in all phases of city, town and village improvements: planning, implementation, maintenance and monitoring.
4. Participation must build on gender equality and include youth and the elderly.
5. Capacity development is essential to promote equitable participation between women, men and youth.
6. Communities do have a hidden resource for participating in city, town and village development; capacity development can release this resource.
7. Communities are prime stakeholders among development actors to identify problems, improve and maintain their settlements.

8. Awareness and capacity development can make partnerships among communities, NGOs and municipal authorities more equitable.
9. Community development, which is planned by external persons and only requires communities' free labour, is unlikely to be accepted by communities at large.
10. Planning of participation is one of the most frequently overlooked elements of community development.
11. Charity makes communities dependent upon aid.
12. Community development is an essential contribution to overall urban management.

He further explained participatory planning as a means of thinking about and working out what to do in the future. A good plan has a series of steps leading from the current situation up to the desired end. One effective method is "*reverse time thinking*," where you start with what you want to achieve in the end, and look at the immediately prior step to that, then the one before that, and so on until you get to the present situation. While a project is a logical series of related activities (*investments*) aimed at solving specific problems with a specific time and in a specific location. Project stages include assessing, planning, implementing (*doing*), monitoring (*observing*), and evaluating. A community-based project is one in which the whole community chooses, plans and implements and monitors it, and owns and controls the project.

Participatory Appraisal or Assessment. For a project to be "community-based," the whole community must participate in observing and analyzing, looking for problems, potentials, resources and constraints.

Participatory Appraisal" (PRA) means that the affected community or organization is stimulated to participate in assessing the situation and determining priority needs

Community members need encouragement, skills, stimulation and guidance in order to participate in appraisal or assessment. The Community worker, mobilize or facilitator, should provide to full fill these important tools for community participation.

The "Community Participation" means that all members of a community participate in decision making that affects the community. Participatory training should be given to the community as the trainees learn by doing, i.e. participating as an effective method for learning skills. Participants do not learn as effectively when they are listening to a lecture or to a presentation.

The Participatory Management" means that management is not left only to the managers, but is everybody's business.

Partnership: is a relationship in which there is some equality between the parties in the agreement.

Participatory Planning is made to prepare proposal by the community to assist the self help process to attain the desired improved situation which is not possible by the community alone due to limited resources and implementation capacity.

Proposal is a suggestion or invitation in resources, overcoming constraints, to reach finite and measurable objectives. It is a document that requests money and/or seeks approval for a project. The most effective format for a proposal is a project design. It defines a problem, a solution, and a strategy for using potential resources, overcoming constraints, to reach finite and measurable objectives.

Mr. Zewde concluded his presentations by emphasizing that Communities will become stronger when they decide what they want, and work (*exercise*) to obtain it. If communities are strong the world will be a better place and poverty will be reduced; and also working towards this is a meaningful endeavor. He emphasized the we have to choose those in most need, the poorest, the ones with least capacity, the ones with the least power. Poverty is a social problem and requires social solutions. He reiterated that development is not possible unless it affects the whole community and without their participation, there would be no development, and any improvements will not be sustained. As communities become stronger, they contribute to genuine national development. A positive approach is a requirement for community work. Accepting failures, going on beyond and accepting that we all make mistakes and avoiding criticism and building on strengths would make our work honorable and valuable. (Presentation of Mr. Zewde Biratu is shown in **Annex 7**)

Discussion on Presentation :Ms. Jane Kisakyem, LGMC Kenya -Rapporteur

Question: Were you describing the poor or the circumstances around them? Is it true that all poor people are apathetic, ignorant, and dishonest?

Answer: These factors were stated to provoke you. In many cases, they are the root-causes of poverty. We have to make a change. We are not addressing all the community problems, but specific problems of the community but community members have to participate in making the change.

Question: What is the definition of community? There are biological communities such as plant and animal communities. Do we always need a project to change the life of the community?

Answer In this workshop, we are focusing on the social and economic aspects. Projects are an attempt to address the problem of poverty.

Commen.1t The big five do not represent poverty. Nowadays, poverty is characterized by factors such as, lack of freedom, lack of means of production, etc.

Comment.2 Participation in development is a function of the community's empowerment. A development worker must know when to guide communities because in many cases they lack exposure and knowledge of new technologies.

Comment 3

Projects are unfortunately regarded in terms of money. Money sometimes causes discontent and misunderstandings in the community. In some cases, capacity building and training alone may be enough.

Comment 4

The degradation of natural resources is interlinked with poverty. There is a need to mobilize communities so that they produce more in the natural resource sector and manage or use the resources better.

Comment 5

Poverty is now defined by other factors such as the UN Human Development Index. In development work the issue is how can the assets within the community be tapped? A poor person is an expert on how to manage the poverty situation.

7.3 2 Best Practices on Community Level Environmental Conservation and Management - Small Grants Program Lessons and Experiences in Uganda

Mr. Abu-Baker Wandera, Uganda National Micro Grants Coordinator and Small Grant Program National Coordinator of Uganda gave presentations by sharing the lessons and experience in working with CBOs in environment conservation /management at a community level.

He gave introduction on the Global Environment Facility's (GEF)/ Small Grants Programme (SGP), which is administered by UNDP on behalf of GEF implementing agencies (UNEP, WB and UNDP) and executed by UNPOS.

The GEF SGP aims to deliver global environmental benefits in the GEF focal areas of biodiversity conservation, climate change mitigation and adaptation, protection of international waters, prevention of land degradation (primarily desertification and deforestation), and elimination of persistent organic pollutants through community-based approaches. The maximum grant size is US\$50,000 and funding is channeled directly to community-based organizations (CBOs) and Non-government organizations (NGOs) in developing countries. US\$25,000 is the average. SGP support the efforts of local communities to conserve and restore the environment while generating local benefits. He explained that since 1997, the SGP in Uganda has promoted grassroots action to address global environmental concerns. By August 2005, 75 community projects had been funded totaling US\$ 1.5m and projects had raised co-financing both in cash and in-kind of US\$2m.



He pointed the objectives of SGP to be to:

- Demonstrate community level strategies & technologies that could reduce threats to global environment if replicated over time.
- Draw lessons from community level experiences, & support the spread of success, strategies, innovations among CBOs/ NGOs and government.
- Build partnerships and networks of local partners to support & strengthen communities, CBO/ NGO capacity to address environmental problems and promote sustainable development.

He elaborated the lessons and experiences from Uganda as:

- Community members have a wealth of knowledge and information that needs to be compiled and analyzed by them, in order to solve various problems. However, most of the local

organizations lack basic skills in situation analysis, project design, implementation and management.

- Solutions to natural resource management problems are often limited in number unless community members are exposed to alternatives that are used in other parts of the world. Without this exposure, many local organizations consider tree planting the only solution to all environmental problems
- In addition to the lack of skills, most of the local organizations lack the basic systems necessary for the sustainability of the organization itself.
- In many cases, members of the organization do not have a common vision and if they have a constitution, it was designed by an outsider and is written in a language that most of the members cannot understand. Consequently, members are often not sure about their rights and responsibilities.
- Financial management systems are often inadequate leading to misappropriation of funds. In many cases, a grant is considered a direct source of income to the leaders of the organization.
- In order to develop and implement a successful natural resource management project at a community level, funding agencies should provide training and technical assistance to the local organizations.

After implementing at least one project, such organizations are usually in better position to design and successfully implement other projects.

- They can also train other organizations and raise funds from various sources.
- Training is continuous.
- As you work with the grantees, new weaknesses show up and they need to be addressed. Some of the organizations had received training before they interacted with SGP but they had not improved much.
- In-depth and frequent training was more beneficial to the organizations.
- Continuous interaction with funded organizations gave them enough confidence to write new project proposals that they submitted to other donors.
- The success of an organization depends greatly on its leadership and the members' awareness of their rights and responsibilities (Group dynamics & governance).
- Many organizations that received training in organizational development changed their leadership after the training and were more successful in project implementation.
- Institutional and organizational development:

- Training should be open to all members of the organization. This enabled the members to get a clearer understanding of the qualities of a good leader and his/her responsibilities, and consequently elected better leaders after the training
- Governance: Group building and management, roles of group members, Leadership; Conflict Resolution; Decision-Making; Effective Communication; and Development of a Group Constitution are key topics for CBO capacity building efforts.
- On-the-job Training: Members can receive training without taking them away from their work. Their day-to-day activities are used for the practical training. It is suitable for: accountants or treasurers; and for practical training in the field, e.g. constructing soil erosion control bands. Government staff and partners from environmental agencies operating in the target area can be very instrumental in providing on-the-job training. They are in position to visit the local organizations on a more regular basis than the funding agency.
- Co-financing: Members of the local organizations found it hard to understand why they should contribute part of the total budget. They felt that they were too poor to contribute anything
- Record keeping: Several organizations would make records and send them to the funding agency without keeping copies for their organizations. They thought that records were only important to the funding agency
- Partnership with local authorities: In cases where government staff, local leaders and leaders of local organizations were trained together, the relationship between them was strengthened and they worked more harmoniously in the communities because they were able to see that they had a common
- Participatory monitoring and evaluation: Enables community groups define results and suitable indicators, and develop monitoring and evaluation plans for their projects. Keep it simple.
- Book keeping and financial management :Information about the basic financial records that each organization must keep, reasons for recording this information, and the different books and documents required is key for effective delivery of results by CBOs/ NGOs
- Budget management: Concepts that are very clear to funding agencies sometimes appear strange to local organizations. For example: Some local organizations did not understand the importance of consulting the funding agency whenever they wanted to make a change in the budget

- Identification of partners & NGOs: involved in natural resource management activities. Information about local organizations may be collected from environmental agencies, local leaders and government staff working in the target area. Field visits help to verify the existence and activities of some of the organizations that may not be well known by the local leaders are instrumental.
- Development of CBO and NGO databases: E.g. Names of organizations, their location, objectives, activities, membership, and other information that may be relevant to your work are vital to be recorded.
- Cross visits: Groups of farmers visit farms in the same district or another district where farmers have a lot of experience in particular farming methods.
- In-house training: Local organizations occasionally organize their own training sessions, for example, when a member who has received training in a particular topic wants to pass on the information to other group members. Sometimes the organization invites a local expert to address a topic that the funding agency has not considered
- Networking and resource mobilization: e.g. at national and international fora enables the local organizations to learn from the experiences of other organizations, identify partners for future networking and new sources of funding.
- Communication and documentation of lessons, practices learnt :
 - Thru: new letters, pamphlets, videos, etc, National poverty day are important instruments.

Serving more communities – Creating greater global impact” by acting Locally and, conserving Globally.

Mr. Wandera also shared his experience Rhino re-establishment in Uganda, GEF SGP at Ziwa Rhino Sanctuary

Rhino fund Uganda and partners are dedicated to the restoration of the rhinos in Uganda.

The project started in 2002, implemented by Rhino fund with a GEF SGP grant of \$50,000. The activity to date has leveraged co-financing over \$500,000 in the last 2 years and demonstrated a strong partnership exists between local communities, Uganda Wildlife Authority, government, civil society, private sector and donors (EU, USFWS).

He explained Uganda Rhino Action Plan and Policies as:

- Re-introduce and re-establish viable populations of eastern black rhinoceros (*Diceros bicornis michaeli*) in PAs within historical/former range;
- Re-introduce and re-establish viable populations of northern white rhinoceros (*Ceratotherium simum cottoni*) in PAs within historical/former range;
- Provide long term economic opportunities to the local and/or national economy e.g. game ranching, promotion of tourism;
- Promote conservation awareness
- Black rhinos (*D.b.michaeli*) in sanctuaries in safe areas outside former range, in order to restock protected areas in former range (incl Kidepo Valley NP).
- Southern white rhinos (*C.s.simum*) in sanctuaries in safe areas outside former range, for educational and tourism purposes and as an intermediate step to:
- Northern white rhinos (*C.s.cottoni*) in sanctuaries in safe areas outside former range, in order to restock protected areas in former range (incl Ajai WR, Murchison Falls NP, Mt Kei WS, Otzi WS).

Or, if the obtainment of northern white rhinos (*C.s.cottoni*) is not an option:

- Introduce southern white rhinos (*C.s.simum*) to limited areas of land outside historical/former range of northern white rhinos (*C.s.cottoni*).

He pointed the challenges to be:

- More funding is needed to complete the process and thus the need for a fund.
- Insecurity in some pockets of northern Uganda/around MFNP and Kidepo NP.
- A road connecting two villages goes through the sanctuary

He concluded the next steps as

- Rhino Sourcing
- Funding running costs 2005-2006
- Endowment Fund

(Presentation of Mr. Abu Baker WAndera is shown in **Annex 8**)

Discussion on Presentation on the GEF SGP Uganda Experience:

Ms. Jane Kisakyem, LGMC Kenya -Rapporteur

Question: Are there more experiences in operationalizing the Monitoring and Evaluation Plan? Is there a system of translating the activities into improved livelihood?

Answer: You cannot get impact in 2 years, but you can integrate short term and long term benefits in the same project. Link environmental issues with income-generating activities. Benefits are necessary during the first 2 years.

Question: Is there a situation where you have helped an organization to develop a proposal and then it was rejected by the National Steering Committee (NSC)? What did you do with the organization?

Answer: We have had an experience where a good project proposal was funded and it collapsed because it was linked to a politician who lost elections and the community members lost interest in the project. NSC members get a chance to visit proposed project areas before a proposal is sent to the NSC.

Question: As a secretary of the steering committee, have you faced problems where the members ask for incentives?

Answer: No, when they are appointed to become members of the NSC we review the agreement with them so that they understand the conditions of the appointment. However, they sometimes fail to attend meetings because of burn-out. To motivate them, we have tried the following: take them upcountry to monitor projects; reimburse transport if the meeting is very far from their work places; keep communicating with them to ensure that a good number of them attend the meeting; give each one a plaque of recognition or a certificate (presented to them by the UNDP Resident Representative).

Question: What are the interests of the other institutions to co-fund the Rhino Project? Is it really a community-initiated project that can improve the livelihoods of the community members? Do the community members expect any direct benefits out of the project?

Answer: The community members are herdsmen. It is hard to achieve 50:50; i.e. to fulfill the GEF objectives as well as the livelihood benefits equally. Local communities should be able to earn some money by selling their products to visitors or tourists. Infrastructure development such as roads, schools and markets for milk and cattle are likely to increase in the long term. The White Rhino had become extinct in Uganda. It is on the red list of endangered species identified by the World Conservation Union (IUCN). We need to help communities to understand the requirements of GEF through creating awareness.

Question: How do you compare success of large NGOs and small CBOs in project implementation?

Answer: Large NGOs produce good reports at the required time, and they have good infrastructure, but they are big spenders. On the other hand, small CBOs write poor reports, their book-keeping is inadequate, but they can achieve a lot when supported. With small CBOs you can make a lot of difference by putting in a small investment.

It is good to balance the organizations - to fund both large and small ones. For small organizations, start with small disbursements and later increase the amount as they show good results and account for the previous disbursements.

The program of Video Presentation on the Nile Basin was cancelled due technical problems and the Day 1 was concluded by filling the Mood Barometer

7.4 Session 4 Participatory Planning Methodologies

7.4.1 Mitigation Efforts through Project Implementation: Using the Micro Grants to Address Transboundary Challenges

Mr. Amir Abu Baker Lead Micro grants Specialist made his presentations on Mitigation Efforts through Project Implementation:

He explained the Community Development Paradigm to be top down approach, which is widely used in Africa and third world in post-independence era where it is traditionally centralized planning and decisions are made at centre. Integrated Rural Development is characterized by: multi-sectoral focus with the establishment of some form of grassroots institutions and elements of participation present. This approach requires huge resources where the impact is reduced as result of multi sectoral focus, no macro links, no horizontal linkages with financial institutions and mostly donor driven through needs-based assessment exercises and liberalization policies weakened social contract with Government resulting in less solutions to community problems.

The new paradigm is Assets Based Community Development that focuses on: Sustainable Livelihood Approach, Talents, skills of Poor and social relationships (social capital) factored in links micro-assets to macro environment, local Governance (community engagement) stronger civil society, better access to public goods & services. He pointed out in order to capitalize on the Community Asset based Approach for Micro Grant Program, Social Capital (MG serves communities), Participatory Approach, Community Economic Development through CB and micro-assets management, Transparency & Accountability, Local governance should be carried out. This

would enable engagement in mitigation efforts to address common environmental threats. Lead by N/LMGC process starts with NAPs developed through national stakeholders consultations. NAPs should assess the current situation, the national relevant development context, the enabling environment, focus of national MG Program, criteria for developing activities, short-term strategy to sustain program and monitoring and measuring impact. Approval of NAPs is done by PMU and call for proposals is made for capacity building for local NGOs/CBOs to develop concept notes, formulation of projects and finally the NSC approval. The features and linkages are:

- Studies such as soil erosion rapid assessments help guide mitigation efforts
- Transboundary projects addressing common environmental threats
- At least 10% of MG funds target women
- Sustainability of projects emphasized through community cost-sharing and linkages with local, national and regional relevant programs
- Promote cooperation with other environment and development organizations
- Strengthen institutional and human CB

Explaining about the current Status of Program, he informed the participants the following:

- Five countries (Egypt, Kenya, Sudan, Tanzania and Uganda) NAPs approved
- One country (Sudan) proposals approved by NSC and disbursement in process
- Other four countries in process of Call for Proposals
- LMGCs for four countries (Burundi, D.R.C, Ethiopia and Rwanda) recruited – contracts at different stages of development
- Institutional structures (host NGOs) for Six countries developed, three in process of development
- Equipment procured for five countries, four are in the process
- Two Soil Erosion Rapid Assessment studies conducted and discussed nationally (Ethiopia and Sudan). Consultant for Rwanda is being recruited

He also pointed out the Actions for fourth Q of 2005 as:

- Expenditure targets for MG funds unmet-need to develop sound proposals, submit to NSCs for approval and to PMU for UNOPS authorization – by first week of Nov 05 (Egypt, Kenya, Tanzania and Uganda)
- 10% of budget proposals should target women CBOs/NGOs

- 1-2 page outline of each NSC approved proposal to be submitted to MGLS outlining project name, number, target area, objective, expected outputs, indicators to measure progress, budget, M&E actions (for proposals and planning grants)
- Burundi, D.R.C, Ethiopia and Rwanda to form NSCs and finalize draft NAPs by end of Oct 05 –hold stakeholders workshop by mid Nov 05.
- Sudan to finalize second batch of proposals and submit to NSC by early Nov 05
- Rephasal of unspent funds to 2006
- Budget of MG for 2006 expected to be \$1.8 Million and must be spent before Nov 2006
- Training activities for NGOs continuous
- Cross border and transboundary activities emphasized
- Increase number of women targeted proposals
- Fourth Quarter of 2005 Work plan to be prepared by LMGCs Burundi, D.R.C., Ethiopia and Rwanda by end of September 2005
- All countries to submit 2006 Work plan with budget by mid of November 2005 for consolidating into NTEAP Work plan and preparing 2006 Budget for component
- Involve NMGC where applicable, and NPCs in work plan preparation, NAP development, stakeholders Workshop and NSC meetings.

(Presentation of Mr. Amir Abu Baker is shown in **Annex 9**)

Discussion on Presentation: Mr. Mundanda Philbert LMGC, Burundi Rapporteur

The main points of discussions of the participants were about:

- Work plan establishment
- NGOs capacities
- Land degradation control
- Gender issue within the framework of NTEAP
- NGOs and transboundary environment threats issue.

The MGLS mentioned that each country must have its work plan to be sent to the program coordination unit. Sometime, it is not easy to have projects proposals which respond to objective criteria's. That is why guidelines on projects conception must be provided to some NGOs and their capacities have to be enhanced. The land erosion management is one of the activities carried out and must therefore be handled at steering committee level within the framework on NTEAP. The gender issues is also one of themes handled within NTEAP activities. At that level, 10% of projects budget

is allocated to women in grassroots communities support for the gender equality implementation and women specific problems. Many NGOs do not have enough capacities of environment transboundary threats management. A proposition of training to all NGOs have been made and there shall be an NGOs network for capacities enhancement in transboundary problem. The training will increase the number of qualified staff within NGOs with knowledge of how to work on the transboundary environmental threats.

7.4.2 Presentation on Project Cycle Management (PCM)

Mr, Zewde Biratu, Facilitator of the workshop, made presentation on Project Cycle Management (PCM) to understand the main elements of the project cycle.

He started his presentation by explaining the rationales of designing projects. He said social/development projects are mostly prepared to change an existing situation which is usually unfavorable/adverse situations affecting the target group/society to a better and improved situation in the future through the self help process by the participation of the affected group. As the affected groups/ society might have limitations in resources and capacity, to change the existing situation they might need external assistance to achieve their desired goals of improved situation. This might call for external intervention/ assistance to augment the self help process for achieving the improved situation. Thus this process calls for the design of a project which starts by examining the existing situation/status quo analysis for better understanding of the existing and the problems of the group/society and design ways and means to find solutions to achieve the improved situation through the use of participatory planning.

He presented the following definitions:

Planning: Planning means thinking about and working out what to do in the future. A good plan has a series of steps leading from the current situation up to the desired end. One effective method is "*reverse time thinking*," where you start with what you want to achieve in the end, and look at the immediately prior step to that, then the one before that, and so on until you get to the present situation

Project: A project is a logical series of related activities (*investments*) aimed at solving specific problems with a specific time and in a specific location. Project stages include assessing, planning, implementing (*doing*), monitoring (*observing*), and evaluating. A community-based project is one in

which the whole community chooses, plans implements and monitors it, and owns and controls the project.

Proposal: A "proposal" is a suggestion or invitation document that requests money and/or seeks approval for a project. The most effective format for a proposal is a project design. It defines a problem, a solution, and a strategy for using potential resources, overcoming constraints, to reach finite and measurable objectives.

Project Cycle: The project cycle has the following elements:

- Project Identification
- Project Preparation
- Project Appraisal
- Project Financing/ Loan approval
- Project Implementation
- Project Evaluation

These elements are fundamental to all donors assisted projects, be it for the World Bank, African Development Bank and the European Union and it is mandatory to follow this cycle to secure loans and finances. He further elaborated the Zopp Methodology. Zopp is a German acronym for “**zeil orientierte project planning**” which is similar to objective oriented project planning/participatory planning. It helps:

- To arrive at a *clear cut definitions and a common understanding* of the problems which the project is intended to eliminate ,
- To provide a clear and realistic definition of the means for achieving the desired end and thus create a working basis which is binding for all involved ,
- To create a basis for project monitoring and evaluation ,
- To improve communication and cooperation between the project partners through joint planning and documentation of all planning steps

The important features of ZOPP Methodology are:

- **STRUCTURED PROCEDURES:** Analysis & Planning Steps
 1. Clarifying the status quo
 2. Determining the objectives structure
 3. Determining the Project Concept
 4. Elaborating the project Concept

- **PROCESS OF MODERATION:** The Joint planning work is moderated by person unassociated with the project
- **VISUALIZATION:** Each planning step is documented so that it is clearly visible to all participants
- **TEAM WORK** .The planning is elaborated by all participants working together.

He elaborated the steps of **ANALYTICAL METHODS** as:

1. PARTICIPANTS ANALYSIS

- Provides an over view of all persons, groups and organizations directly & indirectly concerned with the project
- Determines the participants interest, expectations and possible fears with regard to the project

2. PROBLEM ANALYSIS

- Identifies the major problems
- Analyses the causes & effects of the problems and represents them as hierarchies of problems

3. OBJECTIVES ANALYSIS

- Describes the desired situation to be created by solutions of the specific problems
- Transform the causes –effect relationships (hierarchy of problems) into means-end relationships (hierarchy of objectives)
- Indicates all possible objectives

4. Discussions OF ALTERNATIVES

- Identifies alternative solutions that can constitute a project strategy
- Selects an end to be pursued and the path leading to it

PARTICIPATION ANALYSIS

Identify All Parties Involved

1. Write down all persons , groups and institutions affected
2. Categorize them: e.g. interest groups, individuals, organizations, authorities
3. Discuss whose interests and views are to be given priority when analyzing the problems.
Specify gender

Take a closer look at some of the groups

4. Select the most important groups
5. Make a more detailed analysis of these groups e.g. in terms of

- a) Problems: main problems affecting the or facing the groups (economic, ecological, cultural etc)
- b) Interests: main needs and interests as seen from the group's point of view
- c) Potential: the strengths and weaknesses of the group
- d) Linkages: main conflicts of interests, patterns of cooperation or dependency with other groups

6. Set Priorities

He explained in detail by giving examples about how the Problem Tree, Objective Tree and Strategy are prepared in the design of the project. Detailed examples are shown in the power presentation.

The planning documentations necessary for the project design are:

Participation Review

Problem Tree

Objective Tree

Review of Alternatives

Preparation of the project Matrix I

He concluded his presentation by explaining the project matrix, which comprises the following elements:

1. The summary of activities, which includes:

- Overall Goal (OG)
- Development Goal (DG)
- Project Purpose
- Outputs/Results
- Activities
- Resources

2. Assumptions

3. Objectively Verifiable Indicators

4. Means of Verifications

(Presentation of Mr. Zewde Biratu is shown in **Annex 10**)

Discussion on Presentation- Mr. Mundanda Philbert LMGC, Burundi Rapporteur

The discussions on that presentation were focused on how to develop the projects cycle concept. Development must be a continuous process aiming at improving the livelihood. During the projects - formulation, priorities are made in order to solve specific and important problems, and also to be in harmony with guidelines and strategies of some donors, such as the World Bank and the African Development Bank.

7.4.3 Monitoring & Evaluation of the Micro-Grants Projects

Ms. Intisar Ali Salih Monitoring & Evaluation Lead Specialist of NTEAP presented the Monitoring & Evaluation of the Micro-Grants Projects.

She briefed the participants about Monitoring and Evaluation (M&E) which generally refers to the process of overseeing and assessing performance and impact of projects/programs. Monitoring is a continuing activity, which allows project participants to keep track of activities and provides early indications of progress or lack of progress in the achievement of intended results. Evaluation is a periodic exercise to assess progress towards the achievement of intended results. Evaluation usually focuses on the general and specific objectives of a project and assesses how and to what extent they have been met. She elaborated the purposes of the Micro-grant M&E are to measure performance based on the baseline situation and the agreed upon indicators as well as the effective and efficient use of resources by identifying problems/constraints and recommend solutions, including external factors for tracing the effect and impact for helping to improve ownership. It also enhances for capturing best practices, lessons learnt for wider dissemination and help to identify and document viable replicable options/techniques on environment and water management as well as informing policy decisions.



She pointed out that Micro-grant M&E process are based on GEF/SGP M&E Framework with and integrated into the NTEAP M&E framework.

The monitoring and follow up are at three levels:

- 1 Local/project level: On the ground implementers (NGOs, CBOs, Beneficiaries)*Ensure achievements and promote ownership
- 2 National level: MNCs, LMCs, SC members, environment authorities, TAC members and technical departments)*data generated will be compiled and integrated into national level achievements
- 3 Regional level: NTEAP, Nile Sec, UNOPS, Donors *Involve compilation and analysis and sharing of information

The important elements of M&E in a MG project proposal are baseline situation, indicators which should be participatory in the process and include periodic progress and financial reporting. Frequent site visits and monitoring reports with annual/semi annual progress review meetings should be conducted by grantees. The baseline analysis/study explains the general situation in specific geographical area in relation to specific problem(s) and ensures in-depth understanding of the problem and its root causes with highlights of other external factors. It also sets benchmarks for measuring progress towards achieving the desired result/outcome with the help of identifying

indicators that could be used as a tool with sensitive communities and ensure their participation in early stages of project formulation.

The indicators are qualitative/quantitative variables that allow the verification of changes produced by a development relative to what was planned. Indicators only indicate that change is happening. They do not explain why or how the change occurs nor tell us what effect this change will have with what we should do about it. However, they can demonstrate progress when things go right to provide early warning when things go wrong. It helps to assist in identifying changes that need to be made in strategy and practice that facilitates effective evaluation. The levels of indicators are performance, output, outcome and impact. Indicators should be: “SMART” i.e. specific, measurable, attainable, relevant, and trackable.

The participatory monitoring and evaluation process should ensure incorporation of participatory M&E at all stages of project (design to end) through early consultations and involvement of all stakeholders in project design; problem to be addressed, course of action and resources, participatory research to compile baseline/background information; participatory definition of the project concept, objective and activities; establishment of a participatory monitoring and evaluation plan and participatory monitoring and evaluation (site visits, discussions, reporting)

Monitoring and Evaluation plan should include an activity/output/outcome, indicator, baseline, method of monitoring and frequency; responsibility and budget.

The annual review/evaluation of the MGP are:

- Objective: Assessment of performance, early Identification and addressing of problems/constraints and identification of gaps in the program.
- Level of coverage: Local, national level and regional
- Timing: End of the year (Nov. December)
- Method: Implementers assisted by regional/national consultant, experienced NGO, other appropriate methods.

The Methods of Dissemination would be

- Reports
- Newsletters
- NBI/NTEAP Websites
- Mass media
- Community meetings/gatherings

■ E-mails

NTEAP Reporting requirements are:

Monthly progress report: Brief narrative progress report (maximum one page) reflecting work accomplished in the preceding month, outline of the plan for the next month, constraints/difficulties, if any.

Six month report: Substantive progress report against approved work plan, in outlining in more details activities undertaken, plan for the next six months, constraints/unforeseen conditions affect the work

Annual Report: Same as semi annual

Project Implementation Review (PIR)

Monitoring reports on individual projects.

She shared the experiences and lesson learnt as:

- M&E should be part and parcel of the implementation process
- Innovation is important to implement participatory M&E e.g. use of cards in SWOT analysis for anonymity in some circumstances
- Participatory M&E is vehicle for learning, adoption and replication
- M&E demystifies the project and brings out the project's essence
- Budget allocation is crucial to undertake M&E at all levels
- Involvement of GEF Focal points and other co-financers in M&E process facilitates visibility and resource mobilization

The Constraints/difficulties relating to M&E are if not well planned and integrated is time consuming with passiveness of stakeholders, resources in dealing with un clear indicators (e.g. qualitative) and the different levels of understating of participatory M&E among stakeholders. (Presentation of Ms Intisar Ali Salih is shown in **Annex 11**)

Discussion on the Presentation Mr.Stephane AMANI LUBUNGA, LMGC Democratic Republic of Congo-Rapporteur

Ms Intisar Ali Salih remarked that the M&E is not a component of the NTEAP project but is the sum of many mechanism in implementation, of project in target to supervises, control for a best realization of the project. She pointed out that there are three levels of M&E process1) a local level by CBo's; 2) NGOs; the national level; 3) NPC and the regional level by the Nile countries.

The elements that must be considered are:

- the well understanding by studies and analysis
- indicators
- participatory
- periodic evaluation and report
- the visit in the field and report and
- a review of ½ annual
- Method of different

She emphasized from the lesson learnt that the monitoring must be in integrated in all actions. Discussion was focused on better understanding of some monitoring and evaluation's level and the capacities of CBO's and NGOs in implementing their M&E plan.

7.4.4 Presentations by National and Local Micro Grants Coordinators

Mr. Menberu Alebachew LMGC Ethiopia-Rapporteur

In order to share experiences and create understanding among participants regarding the processes of formulating the Micro grants National Action Plan (NAP), Local Micro-Grants Coordination's of

- Egypt
- Kenya
- Sudan
- Tanzania and
- Uganda have made short presentations.





In addition to the formulation process, the presentations also include brief summaries of the contents of NAPs as well as stated lessons learnt.

The Presentations followed similar processes, except few differences in detailed selection criteria the styles followed and extent of materials reviewed. The most common features indicated are the following:

Due to large sizes of the countries, complex societal set up they decided to geographically limit and focus the activities so that meaningful impacts can be exercised through the MG interventions.

Structure of the NAP document of all presenters are more or less coined as per the NTEAP-NGP operational manual-having

- Country program over view
- Key lessons learned (from relevant project expenses)
- Situation Analysis
 - Problem analysis
 - Institutional analysis
 - Comparative analysis
- Strategic Directions
 - Five-year vision
 - Two year objectives & key result
 - Community-level & transboundary programming priorities
 - Strategies for expanding impact
- Impact assessment
- Supporting information/attachments

They all followed iterative processes of consultants for: document drafting, information sharing and approving the documents. In order to produce quality framework documents as possible, development NGOs selection criteria so that different NGOs/CBOs will be put on pre known scales before considered as the main stakeholders and also manage to have acceptable project proposals. Review existing relevant documents and material, egs.

TEA, NTEAP PIP, GEF/SGP country strategy MG operational manual, MG regional strategy, Country soil erosion assessment report, Attendance of relevant workshop held in and outside countries for self acquaintance on the subject at different times

The common challenges faced were:

- Due to rampant poverty in the countries, communities prefer to focus on short term livelihood targets than participating in environmental activities
- Areas where there is high population density, people loose interest and look reluctant to leave land for natural resource rehabilitation purposes.
- HIV/AIDs also puts a serious challenge inputting people to be mostly depend on natural resources

- Low and declining commitment of the steering committee members, causes a serious delay in the NAP development process.
- Weak capacity of CBOs demands frequent capacity building effort
- Most CBOs lack legal status, which makes the question of accountability more complicated
- Budget constraints form a serious impediment to attend workshops deprived different consultation forums the necessary stakeholder attendance (affects the expected inputs from SH)

Major lessons Learned are:

- For consultations try all years of communication (phone, letter, workshop, e-mail,etc)
- It is preferable to form the steering committee with interested and committed individuals than to focus on high level officials with a very busy schedule
- Exploiting the advantage of wider and iterative stakeholders meetings before submitting NAP to the National steering committee (helps to have quality documents and shorter the approval process)
- Building good and harmonious relationship with the local authorities simplifies the process
- Starting the intervention in areas where there was a previous local development scheme would help to have a strong project start inertia (building on previous initiatives is an advantage)
- Existence of S”GP is an advantage (for training, supporting materials and sharing experience)
- Due effort has to be made to gather supporting information and relatively enough materials so that preparation of NAP will be easier.
- Direct involvement of LMGC in developing NAP as implementer helping understanding virtually all aspects of the program
- Regular documentation of each activity would help to keep the institutional memory in the context
- In larges areas, establishment of local steering committee forms a very important linkage with the national steering committee
- Keep building the capacity of CBOs and local NGOs consistently.

(Presentations of LMGC Egypt, LMGC Kenya, NMGC Sudan, LMGC Uganda and LMGC Tanzania are shown in **Annex 12**)

Discussions on the Presentations

After each of the short presentations discussions have been held by the participants The following-questions were raised (presented country by country basis)

Egypt

- What process have been used in selecting stakeholders NGOs/CBOs?
- 39 micro grant projects have been reported submitted to the LMGC, what are the natures of the projects? Who are the beneficiaries? Give at least generalized descriptions?
- One of the eligibility criteria set by Egypt is to have proven experience in the field of environment. Novice NGOs having no experience but having known impact area submits good proposal what would be the reaction of the steering committee?

Answers by LMGC Egypt

Before conducting the stakeholder's workshop, the list of NGOs has been collected from the relevant institution. Then the primary and secondary stakeholders were itemized depending on the nature or activities they are being engaged in. Later out of the primary key stakeholders were identified based on the eligibility criteria and called the 1st workshop.

- Actually out of the 39 projects submitted, only 11 have been selected. Most projects are focusing on
 - Environmental education and awareness
 - Solid waste management system
 - Covering irrigation canals and establish public garden
 - Enhance environmental product especially for Nubian women
- As to novice NGOs we can't help it at least in the first year strength and experience should be proved. In the coming later years consideration may be made.
- General remarks given by the MG Lead Specialist –the aim of these presentations is mainly to give and share experiences of the five countries to mainly LMGC of DRC Ethiopia and Rwanda to help them start; with something. In any case submission of NAP or any project doesn't need that the approval process is completed. Approval of projects is the most important final step before budget release

Kenya

- Did you make a workshop to explain details of selection criteria spelled out in your NAP, to the potential stakeholders about to do what with the selection criteria, etc?
- Would that not be good to add a selection criteria focusing particularly on women stakeholders?

Answers by LMGK Kenya

In Kenya actually we have not gone so far especially about the selection criteria. The criteria stated are in the planning stages and they have not yet been used, so far only one workshop to develop NAP has been conducted and not to explain specific details to stakeholders

- Gender considerations have been taken care off in the selection criteria. More over it specifically stated by meriting women to give more focus.

Sudan

- As to the geographic area selection criteria a wrong message has been passed on. You said to those areas that didn't receive local and international support got priority. But you selected area and lower Atbara. Both have a lot supports.?
 - Making a series of translations of difference relevant documents including TOR, projects and other documents is time taking. But one important question is how do you handle the legal accountability if a single word translated is wrong in legal terms?
 - Sudan is a very large country and has a very diverse community. How can you reach on in deciding the intervention areas?
 - Is there also likelihood of existing political situation affecting the distribution or projects?
 - Considering the vastness of the project area and characteristics (seasonal extreme weather) don't you need a short of local professional assistance in following the projects & monitoring, too?

Answer by NMGC of Sudan

Yes, the comment is correct. But as compared to other areas, the support injected in the stated area is very small, It is not comparable that's why we selected the areas

- Translations are very time taking. After personally translating the documents, informally will be committed by a lawyer to be safe. In any case, the translated document is not a binding one. That is meant to clarify details to the local community in a language that they understand easily.

- Practically not all areas in Sudan are falling in the Bile Basin. However, the steering committee is formed through representatives from all regions irrespective of belongingness to the basin. Therefore, every one has a chance to see low areas are being selected. The process is designed to be as transparent as possible.
- Most of the translation is a one time exercise. There is no need to translate every time. As to the projects, only 1-2 pages of profile is expected to be translated not all the documents (comment given by the MGLS)
- Political instability obviously affects the distribution of projects. It makes expansion of projects difficult and more.
- The responsibility really demands an assistant at a local level; but there is no choice-that is not accepted by NTEAP .The help of available NGOs & CBOs is very important. Sometimes, establishments at the local level fill the gap (eg. Dindir National park)

Tanzania

- Mainly due to time constraint, no questions were raised. However, the MGLS informed the participants that the prepared NAPs will be posted on the newly developed NTEAP website and also promised to send documents to each LMGCS soon!

Uganda

- Two questions directed to the MGLS
 - Most presenters stressed their inconsistent and poor commitment of NSC members affects their work is there any solution to this?
 - Project proposal is supposed to be submitted before November 05, but so far no budget is released to the submitted ones what's the reason?
- The Ugandan NAP doesn't seem included the inventory of similar programs operated in the country. Doesn't that make the report incomplete?
- The selection criteria set ignores the direction given to at least set 10% of the budget to specifically women related projects. This has to be corrected (comment).

Answers by Uganda LMGCS

- The NSC members are expected to be voluntary members. That is not a position approach. If they fail to assist the process and frequently cause delays, it is possible to make changes by the respective countries. PMU has no ways of maneuvering them moreover; there will not be any financial incentive to be given.

- As to the final approval of the submitted projects, the final role lies at the responsibility of UNOPS and mostly of the PMU.
- The MG operational manual clearly states to consider thorough inventory. This is actually partly done due to limited capacity. It is a process, therefore it should continually be done also in the future revisions.
- The women aspect was thought to be mainstreamed in each and every activities despite the principle stated.

7.5 Mitigation Techniques and Implementation of Projects

7.5.1 Applying Concepts and Fostering Transboundary Linkages

Based on the presentations of NAPS by the NMGCs and LMGCs participants were divided in to three groups to apply concepts and understandings to foster Transboundary linkages by designing mitigation related project proposals and incorporating M&E framework based on the NAPs. The groups were divided into one French speaking and two English speaking groups for maximum group dynamics and synergy effects. They were made to select their own group facilitator, timekeeper and rapporteurs.

The groups were given the following Group work question by the Micro Grants Lead Specialist

Group work question

Using the Problem Tree model to design a project; design and outline for a cross border or transboundary project proposal that aims to address a common transboundary environmental threat. The proposal should include all the elements of the project including participants planning plus, partners, implementation arrangements, timeframe, (transboundary) budget, and M&E plan. Also show whether a planning grant is required and for what?

The Groups were highly committed and dedicated in their group works and stayed late hours to finalize their work. They made their Group presentations to the plenary in the next day after recapitulations were made.

Presentations of Group Work

GROUP 1 “FRANCOPHONE”

The Francophone group presentation on Water Pollution Lake Edward located between Uganda and DRC as a Transboundary project, They presented the problems trees, objectives trees and the interventions necessary detailing the activities, budget and the M&E mechanisms involving the communities. They planned that donors such as CIDN, African Development Bank, etc could be approached to finance the budget and the community could be mobilized to contribute in labour or provision of construction material.



GROUP II “ANGLOPHONE”

Group II presented on a project of “Deforestation” as a transboundary project with the goal to conserve the cross border forest ecosystem and the objectives of reducing illicit logging through law enforcement, conserving the watershed ecosystem, improving HH income through income generating activities and reducing bush fires. The detailed activities, budgets, indicators and M&E mechanisms were presented



GROUP III ANGLOPHONE

Group III presented on improving the “Poor water quality available for communities” The problem and objective analyses, and the activities with budgets were presented. The M&E mechanisms were also indicated including the involvement of the communities. (Group Presentations are is shown in **Annex 13**)



Discussions on Groups Presentations Mr.Muligirwu Emanuel NMGC Rwanda Rapporteur

The plenary discussions focused on more fundamental issues in serving and making sure that the transboundary activities begin and co-financing of the micro-grants projects.

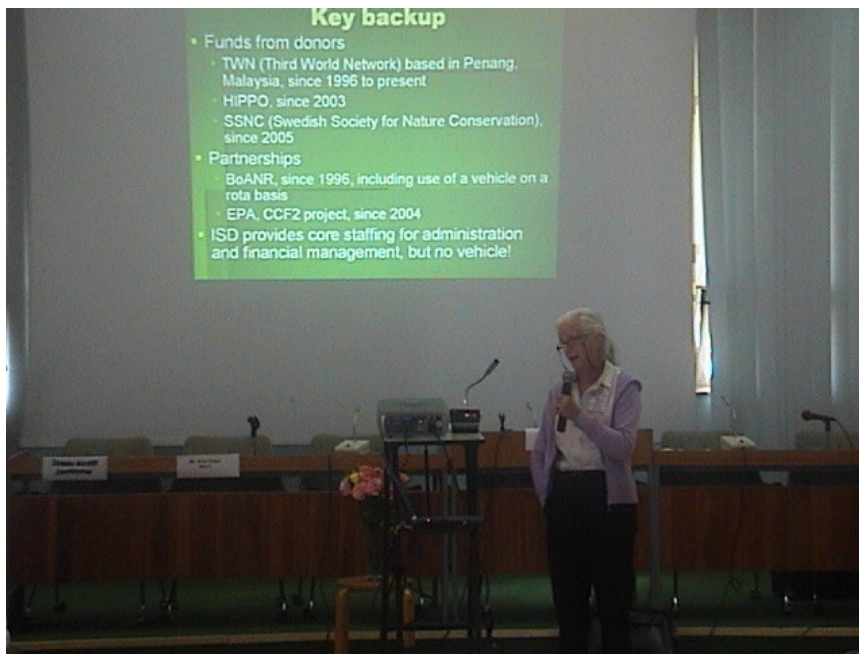
As the program (Nile Transboundary Micro Grants) moves to more cross-border activities from national activities a focus should be made on the utilization of the problem tree to address the problems and the respective objectives. It was observed that some of the projects were lacking in planning and that the local micro grants coordinators would take the initiative in supporting the grantees/beneficiary in proper project planning all the presentation did not mention the participation of other key partners such as donors, target populations or beneficiaries. It was suggested that the project proposals should also include financing from other potential donors and not to entirely depend on NTEAP financing for implementation

7.5.2 Lessons Learned, Success Stories and Best Practices from Ethiopia

This session was prepared for participants obtain exchange of knowledge and sharing experiences from Ethiopia. Ms. Sue Edwards from the Institute for Sustainable Development (ISD) and Mr. Million Alemayehu from the Organization for Rehabilitation and Development in Amhara (ORDA), Addis Ababa shared their experiences with the participants.

7.5.2.1 Ecological Agriculture with Smallholder Farmers in Ethiopia

Ms. Sue Edwards from Institute for Sustainable Development (ISD), Addis Ababa, Ethiopia presented her experience on the Ecological Agriculture with Smallholder Farmers in Ethiopia in Adi Nefas and Zeban Sas in Tigray Regional State. She told the participants how the project started by the famous environmentalist Dr. Tewelde Berhan Gebre Egziabher, who was the guest of honour of the workshop and – initiator and initial instigator of ISD which started in 1995. Ms. Sue Edwards is the co-initiator and supporter as well as the Director of ISD. She briefed the participants about the project, which is a Community based Environmental Practices in Tigray undertaking interventions and the components of the project, or ‘basket of choices’ in:



- Making and using compost (ISD initiative)
- Trench bunds for catching both soil and water (BoA initiative)
- Planting small multipurpose trees – particularly Sesbania – and local grasses (ISD and BoA initiative improved by farmers)
- Halting gullies (at farmers demand)
- Making ponds (farmers initiative)
- Making and using bylaws to control access and use of local biological resources (ISD initiative)
- Maintaining or increasing agricultural biodiversity: for example, Ziban Sas was growing only wheat and barley mixed together and a little teff, but now other crops e.g. maize and faba bean, are also grown.
- Reduced weeds: weed seeds, pathogens and insect pests are killed by the high temperature in the compost pits, but earthworms and other useful soil organisms establish well.
- Increased moisture retention capacity of the soil: if rain stops early, crops grown on composted soil resist wilting for about two weeks longer than those grown on soil treated with chemical fertilizer

She gave pictorial presentations of practices in Adi Nefas in Pond, Rehabilitated gullies, Composted faba bean, Sesbania trees and long grasses, composted fields of tef, wheat and barley. She also shared her experience in working different stakeholders and how to engage the community to be

committed to the byelaws and agreements reach in grazing practices and build the confidence of the community by making them appreciate the efforts and contribute actively for their own benefits.

The participants appreciated the presentation and the experience shared in the research and works the quantitative data that was compiled. The promotion of compost, manure is very important and they would like to share the methodology of production. Ms. Edwards further elaborated the data development started in 1998 but it was only last year that they managed to organize them. The presenter also advised participants to document photographically instead of words. The use videos, cameras etc. had to be the norm for visualization.

(Presentation of Ms. Sue Edwards is shown in **Annex 14**)

7.5.2.2 Some of Farmers' Indigenous Land Husbandry Knowledge and ORDA's Best Environmental Management Practices in Amhara National Regional State

Mr. Million Alemayehu General Manager of Organization for Rehabilitation and Development in Amhara (ORDA) gave the presentation on Some of Farmers' Indigenous Land Husbandry Knowledge and ORDA's Best Environmental Management Practices in Amhara National Regional State. He informed the participants that Organization for Rehabilitation and Development in Amhara (ORDA) is a local NGO established in 1984 to undertake its development intervention in the Amahara National Regional State (ANRS). It started its activities with relief aid program and since May 1997, ORDA has shifted its focus from a merely relief activity to community based sustainable development programmes

The vision of ORDA is to see that the people of the Amhara Region become food secured, poverty alleviated and benefited from sustainable socio-economic development

Its objectives are

- Supporting the efforts of the people with various development interventions**
- Enhancing the emergency response abilities of vulnerable food insecure HHs**
- Empowering women to play their indispensable role in overall development**
- Alleviating the social problems of the society - Health, Education HIV/AIDs**

Mr. Million gave elaborated power point presentations on the previous situations, which was totally devoid of vegetation, due to long years of over farming, water and wind erosion and degradation of the farmland, which was practically barren. He also showed through their intervention in soil and

water conservations they have successfully tried to change the situation by using indigenous land husbandry (ILH) and knowledge and working with the community.



He shared his experience as:

- **ILH practices are well accepted by the local farmers**
- **ILH practices are implemented gradually (stepwise) with great flexibility (time, space and dimensions)**
- **ILH practices are site specific**
- **The origin and starting time of ILH practices are not (well) known**
- **ILH practices have been ignored by the development workers – at least knowing the existence of these age old practices were very limited.**

He quoted Hudson (1993) stressed the overriding importance of building on tradition by saying **“Whenever possible we should try to build on and improve traditional practices rather than introduce foreign methods.”**

ORDA has grown both in program content and operational areas & undergone a number of changes at different levels .His presentation had broadened the out look of the participants and the participants were very appreciative of the ORDA presentation. (Presentation of Mr. Million Alemayehu is shown in **Annex 15**)

7.6 Micro Grants Financial and Administration Issues

This was the last session of the workshop, which was presented by Mr. Ary Bobrow of United Nations Office Project S (UNOPS), PMO. The purpose of this session was to orient the financial and administrative issues relating to Micro Grants arrangements, Host NGOs, Grantees, National and Local Micro Grants Coordinators.

Mr. Bobrow presented an overview of UNOPS and explained the financial rules and regulations, delegation of authority concept; authorizations and modes of disbursements and Petty cash accounts (management and replenishments). He also briefed the modalities of Contracts with host NGOs, MOA with grantees and modes of disbursements; Financial reporting by N/LMGCs, host NGOS and grantees; Auditing (types, frequency and costs) and the Roles of UNDP COs, PMUs, UNOPS offices; in Procurement and management of project assets.



He reiterated the **Financial Rules** as:

- ◆ Know your Project Implementation Plan
 - You must follow UNOPS / WB procurement rules.
 - In your daily operation you will be following the same procurement requirements as UNDP/UNOPS.

- If you are expected to prepare for an expenditure that does not come from your operation budget you must verify which procurement rules you should use.

Who can procure what?

- ◆ Local procurement for Micro Grants: UNDP rules → 3 quotes for under \$30,000
- ◆ International procurement: seek the assistance of the PMU
- ◆ National consultants: World Bank rules → seek the assistance of the PMU
- ◆ National consultants: UNDP → seek the assistance of the PMU

Miss-procurement are:

- ◆ Failure to carry out adequate procurement can result in personal financial liability, official reprimand, and possibly even dismissal.
- ◆ Never spend money without written authorization.
- ◆ Always be able to justify your procurement procedures.
- ◆ Failure to carry out adequate procurement can result in personal financial liability, official reprimand, and possibly even dismissal.
- ◆ Never spend money without written authorization.
- ◆ Always be able to justify your procurement procedures.
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- ◆ Failure to carry out adequate procurement can result in personal financial liability, official reprimand, and possibly even dismissal.
- ◆ Never spend money without written authorization.
- ◆ Always be able to justify your procurement procedures.

Delegation of Authority: The Regional Project Manager and to the Finance and Procurement Officer can enter into commitments on behalf of UNOPS up to US\$30,000, to recruit national staff and consultants, while all PMU's in the SVP will have the same delegation.

Petty Cash

- ◆ Petty cash of up to US\$500 will be available in most cases for the Micro grant Coordinators.
- ◆ Petty cash should be considered a loan against your salary. If items are miss-procured you will be responsible.
- ◆ Even petty expenditures need to have procurement justification

Modes of Disbursement

1. PMU – monitors procurement and issues payment
2. Host institution – monitors procurement and issues payment
3. UNDP – Monitors procurement and issues payment
4. Other UNOPS Imprest account
5. Any combination there in...

Authorizations

- ◆ Authorization requests will need to contain all information necessary to verify proper procurement and or procedures.
- ◆ Regardless of disbursement method, authorizations must always come through the PMU
- ◆ If you must get an authorization through a CO office leave yourself at least 3 weeks +
- ◆ Know your CO!
- ◆ N/L MGC will NOT be using Atlas

MOA

There is a new MOA format – please make sure that you have a copy from the Lead Specialist

Grant Disbursements

- ◆ The Country Office or PMU will have financial authorization for the cumulative MOA ---- UNLESS your disbursements span the year (Dec 31 to Jan 1)
- ◆ If you are disbursing through a PMU check with the finance officer to see when s/he is closing their books – it may be possible to disburse through the 31st of Dec. Expect a dead period for the first half of January.
- ◆ In general if disbursement is done through the Country Office expect a dead period from the 15th of Dec 15th of Jan.
- ◆ In areas far from the Country Office or a PMU we must be creative: (most likely scenario)
 - ◆ NSC approves grant
 - ◆ Request for authorization is sent to NTEAP
 - ◆ NTEAP gets financial authorization on a quarterly basis from HQ
 - ◆ HQ sends authorization to appropriate PMU or CO
 - ◆ That PMU or CO then initiates a national bank transfer or uses a delivery service to issues a check for each disbursement

Rephasing

- ◆ US\$5,180,000 is available for Grants until the end of the agreement

- ◆ Money not spent in a given year will be moved to the following years until the closure of the project
- ◆ Legal Agreement currently ends in March of 2008

Admin Tips

- ◆ Establish timelines with your PMU, NHI, and CO
- ◆ How long will it take for authorizations to come from your PMU? ...to prepare contracts? ...to replenish petty cash?
- ◆ Always refer to the rules and regulations before spending money
- ◆ Make sure that you have a copy of the Host institution contract and understand it.

Plan, plan, plan – Spend, spend, spend

(Presentation of Mr. Ary Bobrow is shown in **Annex 16**)

Discussions on the Presentation

Question: How is the micro grant petty cash handling to be treated by NGO mgt do they follow the rules of the NGO or rules? Where is it coming from? Do they need separate account?

Answer: NGOs must comply to UNDPs rules , Petty cash is written in the name of the coordinator and you can get it from PMU .Separate bank A/C for CBO it may not be necessary

8. Closing Session

8.1 The Way forward

Mr. Gedion Asfaw Regional Project Manager of NTEAP congratulated the participants for the successful completion of the workshop He pointed out that what we do at local level has a big impact globally as small grants are implemented locally but are causing an impact globally. He urged the participants that cooperation is the only option we have in order to sustain and fully utilize the resources. He also stressed that each of us present here has role to play to make the micro grants a success and we should make sure the allocated amount of money goes to the intended communities. If there is no good monitoring of the micro grants there is no assurance of continuations of the money

Mr. Gedion emphasized the following actions are required by the way foreword:

- Countries with NAP are encouraged to continue with the approval of projects and also share with other countries

- Countries which are in the process of staff recruitment should continue at a faster pace
- Make sure to contact and work with NSC members who are willing to work voluntarily. The project can't compensate professional time of NSC members, let us look for committed members.

He thanked all participants and the resource persons for their dedicated active contributions and participation. He urged participants to appreciate other people's cultures and values.



Mr. Gedion apologized for not giving out documents in French and informed the participants all presentations would be provided in CDs to every participant at the end of the workshop.

He thanked Mr. Amir Abu Baker Micro Grant Lead Specialist and commended him for his presentation. He also thanked and commended the NPC and LMGC for Ethiopia for a good job done in organizing the workshop.

He finally thanked the Facilitator, Translators, Secretary, Travel Agency and all the people who were involved in making the workshop successful.

Mr. Amir Abu Baker, Micro grant Lead Specialist thanked all participants for coming to Addis Ababa and the Ethiopian colleague for organizing the workshop successfully. He also expressed his gratitude for the Facilitators, Translators, Presenters and every one involved in the process.

Mr. Gedion Asfaw gave out Certificate of Participation to the participants who attended the workshop

Mr. Stepahne Lubanga LMGC from DRC gave remarks on behalf of the participants. He thanked the NTEAP/ PMU staff and his other colleagues for the interesting time and the fruitful sharing of experience that they received during the workshop .He stressed that the participants have to work hard and utilize the micro grant scheme for the benefit of the community and sustainable environmental protection.



The workshop was officially closed at 13:00 by a group picture and farewell launch given by the organizers.

**Regional Capacity Building Workshop for NGO
Government Staff
22-24 September 2005,
Ethiopian Red Cross Training Center
Addis Ababa, Ethiopia**

Networks, and

21 September 2005

Arrival of participants to Addis Ababa, Hotel check-in.

22 September 2005: DAY 1 Introduction to NBI, NTEAP and its components; environmental threats and opportunities

Time	Session	Objectives	Comments
Opening Session : Chaired by Mr. Gedion Asfaw, RPM			
09:00 – 10:00	Welcoming remarks: <ul style="list-style-type: none"> • Mr. Gedion Asfaw: RPM • Dr.Tewolde-Birhan Gebregziabehare, Director of EPA • Mr. Musa Mohamed TAC Member of Ethiopia • Mr. Amir Baker: MGLS Introduction of Workshop participants • Facilitator: Overview of Workshop Program and objectives 	Welcoming of participants	<i>Rapporteur: LMGC Kenya</i>
10:00- 10:30	Coffee Break		
Session 1: Introduction to the NBI, NTEAP its components: Chair: Workshop Facilitator			
10:30- 11:30	-Introduction to the NBI and NTEAP and its components : Presentation by Mr. Gedion Asfaw, RPM - Presentation on the Micro-Grants Component by Mr. Amir Baker (MG LS) - Discussion	Introduction to the objectives of the Workshop and expectations of the discussions Improve awareness, develop understanding of the NTEAP and its components	<i>Rapporteur: LMGC Tanzania</i> Presentations (20 minutes each) Discussions (20 minutes)

Session 2: The Environment of the Nile Basin: Threats and Opportunities: Chair: Mr. Dessalegne Mesfin			
11:30 – 13:00	The Environment of the Nile Basin: Threats and Opportunities by Mr. Gedion Asfaw	Build understanding and knowledge on the different environmental threats affecting the Basin (causes and effects) and the opportunities that exist to address those threats and transform them into valuable assets. Linkages with other SVP & SAP Projects.	<i>Rapporteur: NMGC, Sudan</i> Presentation (45 minutes) Discussions, Q&As (45 minutes)
13:00 – 14:00	Lunch Break		

Session 3: Participatory Planning Methodologies, Chair: Workshop Facilitator/MG LS			
14:00 - 15:00	Community Development concepts and theories – Presentation by the Workshop Facilitator	Understanding concepts behind community development actions	<i>Rapporteur : LMGC Uganda</i> Overview presentation (30 minutes) Discussions (30 minutes)
15:00 – 16:00	Best practices on community level environmental conservation and management. The SGP Experience in Uganda – by Abu Baker Wandera NMGC/SGP NC, Uganda	Understanding the best practices of SGP Uganda Identifying opportunities for the NB countries	<i>Rapporteur : LMGC Uganda.</i> Overview presentation (30 minutes) Discussions (30 minutes)
16:00 16:30 Video Presentation on the Nile Basin – Coffee Break and end of day two			

23 September 2005

DAY 2 Participatory Planning Methodologies, continued

Time	Activity	Objectives	Process
Session 4: Participatory Planning Methodologies, Chair: Workshop Facilitator/MG LS			
09:00 - 09:30	Recap of day one (Facilitator)	Review issues discussed and identify common challenges Share experiences	<i>Rapporteur: LMGC Egypt</i>
09:30-10:30	Mitigation efforts through project implementation: - using the micro-grants to address transboundary challenges By Amir Baker, MGLS	Understanding the uses of the Micro-grants in the riparian countries	<i>Rapporteur: LMGC, Burundi</i> Présentation (40 minutes)
10:30-11:00	Presentation on the Project Cycle Management : Presentation by the Workshop Facilitator	Understand the main elements of the project cycle	<i>Rapporteur: LMGC, Burundi</i>
11:00-11:30	Coffee Break		
11:30-12:30	Introduction to the M&E, Monitoring and Evaluation of the Micro-Grants Projects -developing indicators -monitoring tools - evaluating the activities Presentation by Ms. Intisar Salih, M&E LS Discussion	Understanding the key M&E concepts Applying the concepts to project activities	<i>Rapporteur: LMGC D.R.C.</i> Présentation : (45 minutes) Discussion : (45 minutes)
13:00-14:00	Lunch Break		
14:00-15:30	Brief presentations by the LMGC Egypt, LMGC Kenya, NMGC Sudan, LMGC Tanzania and LMGC Uganda on the process of formulating the NAP and a brief summary of its contents	Understanding the process of formulating NAPs	<i>Rapporteur: LMGC Ethiopia</i> <i>Présentation: (12 minutes each)</i> <i>Discussion : 30 minutes</i>

15:30-17:00	Group Discussion on designing mitigation related project proposals and incorporating M&E framework on the basis of NAPs. Groups A, B, C and D will be given a transboundary problem and asked to develop project proposal responding to the issue.	Applying concepts Understanding and fostering transboundary linkages	<i>Participants will be divided into four groups. Each group will select a facilitator, timekeeper and rapporteur</i>
17:00	Coffee Break and of Day Two		

24 September 2005 DAY 3 Mitigation Techniques and implementation of projects

Time	Activity	Objectives	Process
Session 5: Mitigation Techniques and implementation of projects, Chair: Workshop Facilitator			
09:00-09:30	Recap of day two (Facilitator)	Answer any questions and review concepts	<i>Rapporteur: NMGC Rwanda</i>
09:30-10:30	Reporting back to the Plenary (presentation of group findings by <i>rapportuers</i>) followed by Discussion	Exchange of knowledge and sharing of experiences	<i>Rapporteur: NPC Rwanda</i> Presentations made by each Group
10:30-11:00	Coffee Break		
11:00 – 13:00	Lessons learned, success stories and best practices from Ethiopia – Three presentations by 1) Ms. Latifa- Women's Fund Management by CBOs 2. Mr. Million Alemayehu- ORDA, Indigenous knowledge and best environmental management practices 3. Ms. Sue Edward- ISD- Community based environmental practices- Tigray experience.	Exchange of knowledge and sharing of experiences from Ethiopia	<i>Rapporteur: NPC, Ethiopia</i>
13:00-14:00	Lunch Break		
Session 6: Micro-grants Financial and Administrative issues by Mr. Ary Bobrow: UNOPS PMO			

14:00 – 16:30	Financial and Administrative Issues relating to Host NGOs, Grantees and N/LMGCs Presentation by UNOPS followed by Q&A Session	Understanding the financial and administrative issues relating to Micro grants arrangements	<i>Presentation By Mr. Bobrow Followed by Q&A Session Rapporteur: NPC, Ethiopia</i>
16:30 -17:00 Coffee Break			
Closing Session Chaired by Mr. Gedion Asfaw, RPM			
17:00- 17:30	The Way forward- by Gedion Asfaw- RPM	Feedback and new ideas	<i>Rapporteur: Rapporteur: NPC, Ethiopia</i>
17:30 – 18:00	-Workshop evaluation by participants - Remarks by a representative of participants - Remarks by Amir Baker, MG LS - Final remarks by Mr. Gedion Asfaw, RPM	Farewell & conclusions	

**Micro grants capacity Building workshop
Addis Ababa, Ethiopia September 22-24**

Opening Remark, Gedion Asfaw, RPM

In April of this year we met in Nairobi with a group from the NBI countries to discuss the same issues we are going to tackle this week. By conducting a second similar session this week we are attempting to reach as many stakeholders as possible for effective implementation of the micro grants program. In this workshop we welcome new colleagues who have joined the projects since our last meeting in Nairobi. These include micro grants coordinators from Burundi, DR Congo, Ethiopia and National Project Coordinators from Rwanda and Uganda.

I would like to thank all of you for honoring our invitation and for being with us at this workshop. The main purpose of our meeting this week is to exchange views on initiating implementation of micro grants projects in all of the NBI countries.

The NTEAP intends to make available US\$ 5 million over the coming 4 or 5 years for community based projects within the Nile basin. The grant for each project will be \$25000 thus over 2000 projects are expected to be implemented in all of the NBI countries. Each country may be implementing 20 to 25 projects. This year we intended to make grants amounting close to \$1 million and expected to implement about 40 projects. As things stand now it may not be possible to realize this plan. However I would like those countries that have completed the preparatory activities to implement as many projects as possible up to the end of December 2005.

What we want to do in the next 3 days is to introduce you to basic information which will assist you to initiate micro grants projects in your respective countries. All sessions are intended to be participatory and I am sure you will make the days ahead interesting and useful. The detail objectives and expected outputs of this workshop will be presented by Amir Baker and I am sure with the combined experience and capacity we have at this workshop we will achieve our objectives.

I wish to introduce Dr. Tewolde Berhan Gebre Egziabher, the Director General of the Environmental Protection Authority of Ethiopia. Dr. Tewolde is a renowned environmentalist who was awarded the Rights Livelihood international award in the year 2000 for his exemplary work to safeguard biodiversity and the traditional rights of farmers and communities to their genetic resources.

I am pleased to invert Dr. Tewolde to make an opening remark and bless our workshop deliberations for the coming three days.

Thank you

Nile Basin Initiative

**Transboundary Environmental Action Project (NTEAP)
NTEAP RETREAT, Sodore, Ethiopia
September 19-21 2005**

Preliminary List of Participants

A) NTEAP PMU Staff, Khartoum, Sudan

No	NAME	POSITION	ORGANISATION	ADDRESS
1.	Gedion Asfaw(Mr)	Regional Project Manager.	Nile Transboundary Environmental Action Project NTEAP, PMU P.O. Box :2891 Al-Jamhorya Street, Plot 15 Khartoum Sudan	Tel: 249-183784-197/187/179/206/226/209 Cell: 09-12140587 Fax: :+249 83-784-248 gediona@unopsmail.org gasfaw@nilebasin.org
2.	Ronald Okuonzi(Mr)	Finance & Procurement Specialist	Nile Transboundary Environmental Action Project NTEAP, PMU P.O. Box :2891 Al-Jamhorya Street, Plot 15 Khartoum Sudan	rkuonzi@nilebasin.org
3.	Mausche Kidundo(Mr)	Environment Education Lead Specialist	Nile Transboundary Environmental Action Project (NTEAP) PMU	Tel:249-183-784197/87 Cell:09-125-19-341 Fax: 249-183-784-248 mkidundo@nilebasin.org
4.	John Omwenga(Mr)	Water Quality Lead Specialist	Nile Transboundary Environmental Action Project (NTEAP) PMU	Tel: 249-183784-197/187/179/206/226/209 Cell: 249-09-180-12-210 Fax: 249 83-784-248 jomwenga@nilebasin.org
5.	Amir AbuBaker(Mr)	Microgrant Lead Specialist	Nile Transboundary Environmental Action Project NTEAP, Project Management Unit (PMU)	Tel: 249-183784-197/187/179/206/226/209 Cell: 249-9-1230-4069 Fax: :+249 83-784-248 abaker@nilebasin.org

6.	Intisar Salih(Ms)	Monitoring & Evaluation Lead Specialist	Nile Transboundary Environmental Action Project (NTEAP) PMU	Tel: 249-183784-197/187/179/206/226/209 Cell: 249-9-1220-7064 Fax: :+249 83-784-248 Intisars@unopsmail.org isalih@nilebasin.org
7.	Joel Arumadri(Mr)	Knowledge Management Specialist	Nile Transboundary Environmental Action Project (NTEAP) PMU	Cell: 00256 77426480 Email: jarumadri@nilebasin.org
8.	Mohammed Rahim(Mr)	Web Page Publisher	Nile Transboundary Environmental Action Project (NTEAP) PMU	Tel: 249-183784-197/187/179/206/226/209 Cell:249-9-12433544 Fax: :+249 83-784-248 mrahim@nilebasin.org
9.	Hassan Abbas(Mr)	Bilingual Secretary	Nile Transboundary Environmental Action Project (NTEAP)	hbbas@nilebasin.org
10.	El Sadig Goda(Mr)	Finance Assistant	PMU	Cell: 09 121 88 999 sgoda@nilebasin.org
11.	Khalid Ibrahim(Mr)	Procurement Assistant	Nile Transboundary Environmental Action Project (NTEAP)	Cell: 09 121 54 760 kibrahim@nilebasin.org
12.	Riha Abdu(Ms)	Admin & Personnel Assistant	Nile Transboundary Environmental Action Project (NTEAP)	Cell: 09 112 430 87 rabdu@nilebasin.org
13.	Joseline Tabu Timothy(Ms)	Receptionist	Nile Transboundary Environmental Action Project (NTEAP)	joselinel@nilebasin.org
B)NTEAP National Project Coordinators				
14.	Audace Ndayizeye(Mr)	National Project Coordinator - Burundi	BP 6084 KININDO, KININDO, ALLEE MUSONGATI N° 10 BUJUMBURA, BURUNDI	Tel: (257) 224520/ (257) 939354 Cell: Fax:(257) 243099 andayizeye@nilebasin.org ndayizeye@hotmail.com
15.	Joseph L. Afata(Mr)	National Project Coordinator /DR Congo	Nile Transboundary Environmental Action Project (NTEAP) Avenue PUMBU N°35 Commune GOMBE Kinshasa, D.R.Congo	Tel:243-981-880-39 Cell: Fax: lititiyojoseph@yahoo.fr jafata@nilebasin.org josepha@nileteap.org

16.	Ithar Khalil(Ms)	National Project Coordinator - Egypt	Nile Transboundary Environmental Action Project(NTEAP) 28 Dar El Saad Madinat El Zahraa Helmeyiat El Zaitoon Cairo 11321 Egypt	Tel: Cell:+20-0106063056 Fax: ikalil@nilebasin.org itharga@yahoo.com
17.	Yesuf Abdalla Mohammed(Mr)	National Project Coordinator – Ethiopia	Nile Transboundary Environmental Action Project (NTEAP) P.O. Box 12760 Addis Ababa Ethiopia	Tel:457642 Cell:09-226363 Fax: yesof_abdela@yahoo.com ymohamed@nilebasin.org mohamedy@nileteap.org
18.	Lily Kisaka(Ms)	National Project Coordinator - Kenya	Nile Transboundary Environmental Action Project (NTEAP) (NEMA) Kapiti Road, off Mombasa Road, P. O. Box 67839, 00200 Nairobi, Kenya	Tel:+254-02060552/6/7ext.106 /465007/464607 Cell: +254-722-351-051 Fax: +254-020-608-997 lkisaka@nilebasin.org lilykisaka@yahoo.com lilyk@nileteap.org
19.	Emmanuel Muligirwa(Mr)	NPC-Rwanda	Nile Transboundary Environmental Action Project NTEAP P.O. Box : 10488 High Council for Environment & Natural Resources (HCENR) Khartoum , Sudan	emulgiriwa@nilebasin.org
20.	Abdel Salaam Ahmed(Mr)	National Project Coordinator - Sudan	Nile Transboundary Environmental Action Project NTEAP P.O. Box : 10488 High Council for Environment & Natural Resources (HCENR) Khartoum , Sudan	Tel: 249-183784-197/187/179/206/226/209 Cell: 09-12150602 Fax: :+249 83-784-248 :aabdelsalam@hotmail.com aabdelsalam@nilebasin.org
21.	Abdalla Shah(Mr)	National Project Coordinator- Tanzania	Nile Transboundary Environmental Action Project (NTEAP) P.O.Box 5380 Nile Transboundary Environmental Management Project c/o Vice Presidents Office Department of Environment IPS Building.	Tel: Cell: Cell:0744-091742 Fax:0255-22-2113856 abdallashah@hotmail.com ashah@nilebasin.org
22.	Apophia Atukunda(MS)	NPC Uganda	Enviro Consultancy League Plot 13 Kanjokya St. Kamwokya P.O.Box 19060 Kasangati, Kampala, Uganda	apophiaa@yahoo.co.uk Tel:256-41-532192 Office 256-77-987114 mobile

C)NTEAP Microgrant Coordinators(tickets to be sent to the respective NPCs, Destinations: Capital cities of countries)				
23.	Philibert Mundanda(Mr)	LMGC Burundi	Nile Transboundary Environmental Action Project NTEAP	pmundana@nilebasin.org
24.	Stephane Lubunga(Mr)	LMGC-DRC	Nile Transboundary Environmental Action Project NTEAP	slubunga@nilebasin.org
25.	Khaled Bayoumi(Mr)	LMGC-Egypt	Nile Transboundary Environmental Action Project NTEAP	kbayoumi@nilebasin.org
26.	Merberu Alebachew(Mr)	LMGC-Ethiopia	Nile Transboundary Environmental Action Project NTEAP	mallebachew@nilebasin.org
27.	Martin Madara(Mr)	LMGC-Kenya	Nile Transboundary Environmental Action Project NTEAP	mmadara@nilebasin.org
28.	Ishrag Dirar(Ms)	NMGC-Sudan	Nile Transboundary Environmental Action Project NTEAP	idirar@nilebasin.org
29.	Victor Kamagenge(Mr)	LMGC-Tanzania	Nile Transboundary Environmental Action Project NTEAP	vkamagenge@nilebasin.org
30.	Jane Kisakye(Ms)	LMGC-Uganda	Nile Transboundary Environmental Action Project NTEAP	jkisakye@nilebasin.org
D) Partners and other invitees				
	NAME	POSITION	ORGANISATION	ADDRESS
31.	Ary Babrow(Mr)		UNOPS, New York	AryB@unops.org
32.	Yonis Berkeli		ENCC	
33.	Sue Edwards		ISD	
34.	Mtangala Lumpu Nsenga		Brseare CREF	