

NILE BASIN INITIATIVE

**NBI Programs and Projects Coordination Project
(NBI –C)**

PROJECT GRANT No: TF 052132 NB

**ANNUAL PROGRESS REPORT
JANUARY – DECEMBER, 2007**

**NBI Secretariat
Entebbe, Uganda**

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LIST OF ABBREVIATIONS AND ACRONYMS

ATP	Applied Training Project
CBSI	Confidence-Building and Stakeholder Involvement
CIDA	Canadian International Development Agency
ED	Executive Director
ENSAP	Eastern Nile Subsidiary Action Program
EWUAP	Efficient Water Use for Agricultural Production
GEF	Global Environment Facility
GTZ	German Agency for Technical Cooperation.
HR	Human Resources
IFMS	Integrated Financial Management System
IMS	Information Management System
IT	Information Technology
M&E	Monitoring and Evaluation
MSA	Management Services Agreement
NBI	Nile Basin Initiative
NBI-C	Nile Basin Initiative Coordination Project
NBTF	Nile Basin Trust Fund
NELSAP	Nile Equatorial Lakes Subsidiary Action Program.
NILE-COM	Nile Council of Ministers
NILE-TAC	Nile Basin Initiative Technical Advisory Committee
NTEAP	Nile Trans-boundary Environmental Action Project
PMF	Performance Measurement Framework
PMU	Project Management Unit
PSC	Project Steering Committee
RBS	Results Based System
RPM	Regional Project Manager
RPT	Regional Power Trade
SAP	Subsidiary Action Program
SDBS	Socio-Economic Development and Benefit-Sharing
SVP	Shared Vision Program
SVP-C	Shared Vision Program Coordination Project
UNDP	United Nations Development Program
UNOPS	United nations Office for Project Services
WRPM	Water Resources Planning and Management
NBI-C	Nile Basin Initiative programs and projects Coordination Project
IWRM	Integrated Water Resources Management


1 Background and Overview

1.1 NBI Background, Goal and Objectives

The Nile Basin Initiative (NBI) is a regional partnership among the nine basin states of the Nile¹. It was officially launched in February 1999 by the Council of Ministers of Water Affairs of the Nile Basin states (Nile-COM), and became operational in May 1999 with its headquarters (NBI Secretariat) in Entebbe, Uganda. The NBI provides a forum for cooperative development of the water resources of the Nile River, and seeks to develop the river in a cooperative manner, share substantial socio-economic benefits, and promote regional peace and security.

1.1.1 NBI Goal

The NBI shared vision agreed upon by the nine partner countries, is also the long-term goal of the NBI.



To achieve sustainable socio-economic development through equitable utilization of, and benefit from, the common Nile Basin Water resources

1.1.2 NBI Objectives

To realize the shared vision / goal, NBI is pursuing the following objectives:

- 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 the optimal use of the resources.
- To ensure cooperation and joint action between the riparian countries, seeking win-win gains.
- To target poverty eradication and promote economic integration.
- To ensure that the program results in a move from planning to action.

To translate the shared vision into action, the NBI developed a Strategic Action Programme comprising two complementary programs, namely;

- A Shared Vision Program (SVP) for laying strong basin wide foundation for joint investment in the management and development of the Nile through building confidence and capacity across the basin.
- The Subsidiary Action Programs (SAP), composed of two SAPs, namely NELSAP and ENSAP for realization of trans-boundary development projects using the principle of subsidiarity through exploring subsidiary actions at the sub-basin level to initiate concrete investment and action on the ground. A number of preliminary cooperative investment projects that confer mutual benefits have been identified by the two SAPs.

The Nile Basin countries are also pursuing through an institutional dialogue process the establishment of a Legal Cooperative Framework for the NBI to sustain cooperation in the Nile basin.

1.2 The Shared Vision Program: Background and Objectives

The Shared Vision Program (SVP) is a multi-country, multi-sectoral, grant-funded program of collaborative action, exchange of experience, trust and capacity building. The SVP is creating an enabling environment that fosters sustainable trans-boundary cooperation in management and development of the Nile resources through the following seven thematic projects, and one coordinating project:

¹ The Riparian States that participate in NBI (in alphabetic order) are: Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda. Eritrea currently participates in the NBI as an observer.

1. Shared Vision Program Coordination Project (SVP-C) (*now NBI Programs and Projects Coordination Project (NBI – C)*)
2. Nile Transboundary Environmental Action Project (NTEAP)
3. Regional Power Trade (RPT)
4. Efficient Water Use for Agricultural Production (EWUAP)
5. Water Resources Planning and Management (WRPM)
6. Confidence-Building and Stakeholder Involvement (CBSI)
7. Applied Training Project (ATP)
8. Socio-Economic Development and Benefit-Sharing (SDBS)

To lay a solid foundation for regional cooperation, the SVP projects are intensively engaged in activities that; enhance capacities in Integrated Water Resources Management (IWRM), broaden inter-country and multi-stakeholder dialogues, promote good practice in policy- related issues, expand networking of professionals, information exchange and knowledge bases. The SVP activities promote a common understanding of the interaction between national policies, regional needs and cooperative development and hence form a basis for more effective cooperation at the regional/sub-regional levels and serve as catalysts for change at the national level.

1.2.1 SVP Goal and Objectives

Overall development goal of the SVP is to create the enabling environment for the Nile basin countries to realize their shared vision.

The objective of the SVP at program level is to build trust, capacity, and an enabling environment for investment in Nile Basin countries.

1.3 The NBI Programs and Projects Coordination Project

1.3.1 Project Background and objectives

The NBI Programs and Projects Coordination Project (NBI – C), formally named the Shared Vision Program Coordination Project (SVP-C) is the coordinating project of the Shared Vision Program (SVP). It is meant to strengthen the capacity of NBI Institutions to carry out basin-wide programs, ensure coordination among NBI programs and projects, and ensure effective supervision of the seven thematic SVP projects.

Overall development goal of the NBI Programs and Projects Coordination Project is to ensure successful and complete execution of the NBI basin-wide programs and projects through effective coordination among projects and programs.

Specific development objectives are to;

- (i) Ensure effective supervision of the Shared Vision Program (SVP) and coordination of the NBI projects/programs.
- (ii) Strengthen the capacity of the NBI to execute basin-wide programs and projects.

1.3.2 NBI-C Project Standard Data

- Project Name NBI Programs and Projects Coordination Project (NBI – C Project),
Project Number: **P076499**; Grant number: **TF 052132 NB**
- Supporting Partners Canada (CIDA); Denmark; European Union; Germany (GTZ); Netherlands; Norway; Sweden; United Kingdom; World Bank / DGF; World Bank/GEF
- Duration of Project Initial plan – 6 Years (2003 – 2009)

Revised Plan 5 Years (2003 – 2008)

- Total amount of project budget
Total project cost (SVP Master PAD) is US \$ 5.4 million of which;

1st Phase Grant Agreement: US \$2.87 million through the Nile Basin Trust Fund and US \$ 0.60 Million - additional allocation by CIDA through NBTF.

US \$ 0.30 (€ 0.25) Mill. - direct bilateral support provided by Germany/GTZ

Revised Grant Agreement (extension of first phase):
USD 3,279,928 without UNOPS fees, and;
USD 8,121,110, with UNOPS fees
- Geographic location At the NBI Secretariat, Entebbe, Uganda

1.3.3 Project Rationale

The NBI Secretariat as the SVP Executing Agent, which has the responsibilities for coordination and supervision required strengthening both in terms of human and institutional capacity. Significant effort and resources are needed to effectively fulfill the coordination and supervisory roles, and these resources could not be provided through Nile-SEC's core budget from countries' own cash contributions. The coordination project was therefore created to strengthen the NBI Secretariat. A basin-wide coordinating mechanism is needed to fully develop the synergies created through the Shared Vision Program and the Subsidiary Action Programs (SAPs).

The key roles of the NBI Coordination Project are to;

- Supervise and ensure effective implementation of the seven SVP projects;
- ensure overall coordination of the SVP and SAPs;
- ensure that synergies are captured among the projects and programs;
- ensure that programs and projects operate within the NBI framework;
- develop generic procedures to ensure quality control;
- undertake fiduciary responsibilities;
- conduct monitoring and evaluation at the corporate NBI level and at programs level, and;
- facilitate information sharing within the NBI as well as with the public.

1.3.4 NBI-C Key Milestones

- October 2002:** SVP Coordination Project initiation through a bridging fund prior to signing of Grant Agreement.
- April 22, 2003:** Project Grant Agreement was signed between NBI and the World Bank
- December, 11th - 15th 2006:** SVP-C Project Mid-Term Review.
- April, 2007:** Preparation of follow-on NBI Institutional Strengthening Project started.
- June, 2007:** Project Agreement amended to include supervision and NBI coordination; project closing date extended to 31st December, 2008 (with new project completion date of 30th June, 2008); Project name

changed to NBI Programs and Projects Coordination Project (NBI – C Project), and project objectives adjusted accordingly.

July, 2007: SVP Program level Midterm Review.

Revised Project Completion

Date: 30th June, 2008

Revised Project Closing

Date: 31st December, 2008

1.4 Report Background

The NBI Programs and Projects Coordination Project (NBI – C) Annual Progress Report covers implementation of the project activities during the period January to December, 2007. The report is based on the results based reporting format, to reflect progress in the implementation of the 2007 results based work plan. This report was prepared by staff of the SVP-C and Nile-SEC working as one team.

Section one of the report provides a brief background and standard basic information on the NBI, the SVP and NBI Programs and Projects Coordination Project. Section two gives an indication of project context during the year, and how this influenced implementation. Section three outlines progress in project achievements during the period and cumulatively to date, leading to the realization of the NBI Programs and Projects Coordination Project results (outputs, short and medium term outcomes), and how these are contributing to the projects impact. Section four mentions some salient issues in overall project management. Section five shows the financial performance of the project, with an explanation on the expenditure for the calendar year 2007. Section six highlights key challenges and constraints faced in project implementation during the year. Lessons learnt during the year, and recommendations for improved delivery are contained in section 7. Annexes, which contain extra details of the issues reported in the main body of the report, are included in section 8.

2 The NBI-C Project Context

2.1 External Context

The transition stage of the NBI from a temporary initiative to a permanent institution responsible for the development of the Nile Basin has advanced to a level where strong ownership by the Nile Basin countries is critical for continuity of the NBI and in achieving the stated objectives. Development partners who have supported the process for the last years would like negotiations among Governments of the nine basin countries to successfully conclude the Cooperation Framework for a Permanent Nile River Basin Institution as an indicator of commitment. Effective execution of all NBI programs and projects for sustainable impact in all nine countries is dependent on successful conclusion of the legal framework. Development Partner support is good, but this needs to be maintained and augmented with strong commitment and support of the riparian countries. While the technical teams and Ministers responsible for water in the 9 Nile Basin Initiative countries have successfully completed the negotiation process, the remaining issues on water security require a political decision. Consequently, these have been submitted to the Heads of States (HOS) for conclusion. By Dec, 2007 however, the HOS had not made progress in addressing this issue.

2.2 Internal Context

The overall Shared Vision Program, which NBI-C coordinates, is now in the final years in its plans' implementation. Individual Mid-Term reviews were conducted for 7 out of the 8 projects. These include: ATP, CBSI, NTEAP, RPT, SDBS, EWUAP and SVP-C. An overall program review for SVP was carried out following the individual projects' Mid-Term Reviews. This has resulted into some adjustments in the output focus, implementation pace and strategies, and closing dates of the SVP projects. Discussions on what to do with the products of the SVP projects that are soon closing led to the development of an approach for migrating key outputs into the future NBI permanent Institutions, via the Institutional Strengthening Project was developed.

Based on the Mid-term review and approval by PSC and Nile-TAC, the then SVP-CP was extended for one year, and the new project completion date is June, 2008, with a closing date of December, 2008. The project title was also modified as “**NBI Programs and Projects Coordination Project**”, with its specific objectives, and components adjusted as indicated below:

Initial SVP-C Objectives	Revised NBI-C Objectives
(i) strengthen the capacity of the NBI to execute basin wide programs	(i) Ensure effective supervision of the Shared Vision Program (SVP) and coordination of the NBI projects/programs.
(ii) ensure effective oversight and coordination among SVP projects and with SAPs	(ii) Strengthen the capacity of the NBI to execute basin-wide programs.
Initial SVP-C Components	Revised NBI-C Components
(i) Program Coordination (ii) Financial management and Information Sharing (iii) Knowledge Management and Information Sharing (iv) Establish and operate NBI M&E System (v) Training and general capacity building	(i) SVP Projects Supervision and NBI Program Coordination. (ii) NBI Institutional Strengthening.

The NBI Secretariat continues to employ NBI-C project staff directly through project funds as part of strengthening the NBI Secretariat. The following additional staff were recruited in 2007 through NBI-C to strengthen the Secretariat:

- One Monitoring and Evaluation Assistant
- One Finance Officer
- One Accountant

2.3 Effects on Project Implementation

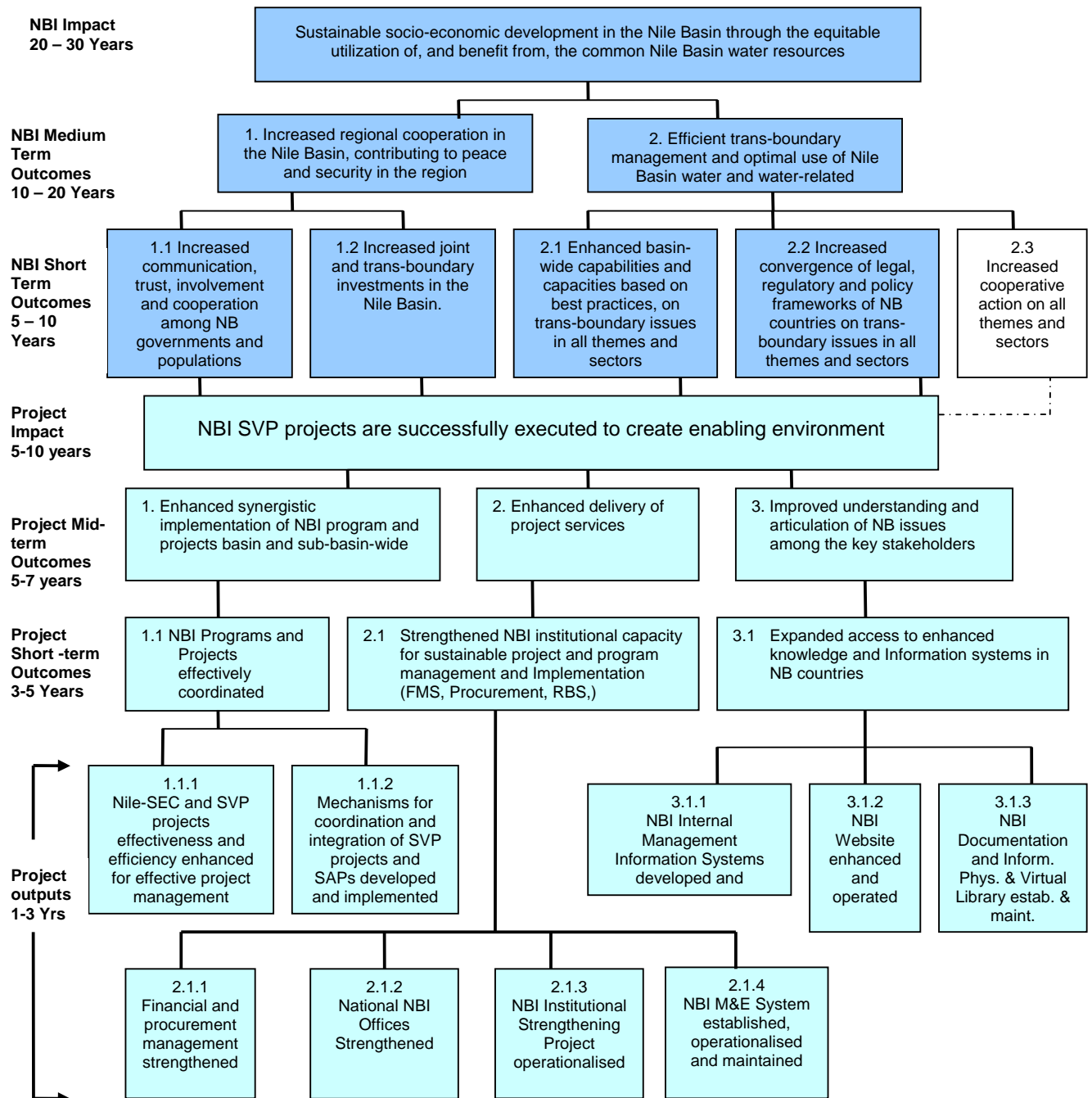
Although donor commitment to NBI remained high during the year, sustaining this commitment depends on the level of NBI countries' commitment to increased cooperation on the Nile through deeper involvement, including meeting financial obligations, and successful conclusion and ratification of the permanent cooperation framework agreement. Conclusion of the permanent cooperation framework and creation of a permanent institution will increase commitment and ownership of NBI by Governments, and enable NBI to fully execute all projects and programs basin-wide. A conclusive decision on the future level if any of the need for UNOPS to manage NBI programs has been delayed because of lack of a definite timetable for the CFA conclusion and ratification. Continuity of Nile-SEC activities is also dependent on successful start up of the NBI Institutional Strengthening Project (ISP).

Putting together SVP and SAP coordination under one project support structure has greatly clarified and improved the effectiveness of the coordination and supervisory function in the NBI Secretariat. The fusion of Nile-SEC and NBI-C has also been enhanced. This however, also increased the scope of work at the secretariat, and has created urgency in operationalizing common NBI management systems and procedures.

The MTR recommendations emphasized the need for SVP interventions to support the development of a more permanent institution; the support to the SAPs and the full achievement of the projects' development objectives. Consequently, new action plans were prepared by the SVP Projects covering the period from July, 2007 to projects end. These action plans are in line with the evolving needs, and are structured to optimize the remaining SVP Projects time frames.

An approach for SVP migration was developed and shared with Nile-TAC and development partners. This was approved and developed into a strategy for mainstreaming key SVP outputs to NBI institutions and other relevant institutions.

NBI Coordination Project link to NBI Results Chain



3 Implementation progress and results achieved

A summary of key achievements under the medium and short-term outcomes, as well as cumulative progress towards the NBI-C impact is provided in this chapter. Section 3.1 highlights key achievements during the reporting period (Jan- December, 2007). Section 3.2 provides a summary of cumulative achievements from project initiation to date. Details of specific indicator levels achieved are contained in **Annex 8.2**.

3.1 Results achieved in the period Jan – Dec. 2007

In its progress towards impact, the SVP overall program is meeting its goals and achieving important outcomes that were critical in building a Nile basin community of interest, establishing a technical foundation for water resources management and helping in building a trusted NBI Institution. This was further validated by the mid-term review of individual SVP projects, which was followed by a program level mid-term review. During the reviews, key decisions on the future and redirection of the program to enhance the delivery of the program were also considered.

The overall Shared Vision Program is now past mid-point in its plan implementation and significant progress has been made in a number of areas:

- The eight SVP projects have made considerable progress in undertaking the necessary studies for development and harmonisation of frameworks, policies and practices, and capacity continues to be built for best water and related resources management.
- Project service delivery has been greatly enhanced, with emphasis on optimising synergies and improving the linkages among the NBI programs and projects.
- Visibility at the national level is being improved through a well designed NBI communication and national coordination strategies.
- To ensure that sustained capacity for Integrated Water Resources Management (IWRM) is created, a conceptual Environment Education and Awareness (EE&A) framework for teaching within the NB countries has been developed.
- Water Policy Guidelines and Compendium of good practices has been developed and disseminated in order to enhance the capacity in NBI countries to formulate/review and implement national water policies based on sound IWRM.
- The water policy expert support facility has been activated to assist NB countries in addressing gaps in their national water policies, with a focus on the transboundary dimension;
- Preparation for data exchange is advancing to functionalize bilateral and multilateral protocols and agreements among NB countries.
- Collaboration with Global Water Partnership (GWP) and Country Water Partnership (CWP) has been strengthened.
- In the continued work on establishment of the NB Public Consultation Framework (PCF), public consultations were successfully held for NELSAP projects preparation.
- In the development of harmonized, trans-boundary policies/frameworks for adoption and implementation in NB countries, guidelines have been developed for implementing Water Quality Monitoring Strategy, which was developed.
- Preparatory work on the study on Strategic Environmental Framework & Macro Policies and their impact on Nile environment has been initiated.
- As part of the common knowledge base and information sharing among NB countries, the French version of Nile River Awareness Kit (NRAK) was launched, Internet based Micro-

- grants, Schools and National Eligible Projects (NEPs) databases established, the Nile Decision Support System (DSS) development and conceptual design initiated.
- 197 Micro-grants Projects totalling approx US\$4.5 Million have been approved in all NB countries, of which 159 are under implementation and 38 closed successfully;
 - 43 Transboundary Secondary Schools projects are also being implemented. Both the schools award scheme and campaigns were implemented in all 9 NBI countries

 - Significant progress was made in creating functioning basin-wide networks and local professionals. These include the following:
 - Regional network on wetlands and biodiversity established
 - DSS Regional network;
 - National working groups for water policy;
 - New youth network at national level established in collaboration with national level Nile Basin Development Forums (NBDFs).
 - SVP projects continue to network with academia, research and media to mainstream Nile issues
 - Local and National Micro-grants Steering Committees
 - 10 University faculty junior staff and graduate students have been exchanged in NB countries.

 - The NBI has established systems that will support the strengthening of the institutions. The Results Based System design has been completed. Strategies and action plans for full implementation have been developed. Efforts are now focused towards development and operationalisation of an Integrated Financial Management System. The critical human capacity towards this is also gradually being put in place.

 - All 8 SVP projects are now planning, reporting and monitoring their project activities following the Results Based System, since 2006, with 100% adoption. Capacity continues to be developed to ensure that utilisation and compliance to the system moves from the present estimated 80% to 100 %.

Broadly, the NBI-C has achieved almost all the planned actions in 2007, as continuity in the achievement of the following three main overall medium term outcomes;

1. Enhancing synergistic implementation of NBI Programs and projects basin-wide through effective coordination of NBI Programs and Projects;
2. Enhancing delivery of project services through strengthening NBI institutional capacity for sustainable project and program management and implementation (FMS, Procurement, RBS), and;
3. Improved understanding and articulation of NB issues among the key stakeholders through expanded access to enhanced Knowledge and Information Systems in NB countries.

3.1.1 Enhancing synergistic implementation of NBI Programs and projects basin-wide.

The SVP projects as well as the SAPs are designed to operate not in isolation, but in a way that mutually reinforces the efforts of each other. Effective coordination of NBI Programs and Projects is key to achieving this. Overall, a number of outputs and actions were undertaken to ensure that;

- (a) Nile-SEC and SVP projects effectiveness and efficiency enhanced for effective project management,
- (b) Mechanisms for coordination and integration of SVP projects and SAPs developed and implemented

The following highlights the key achievements made to enhance program and project implementation:

- Project activities were during the year redirected towards achieving NBI priorities and addressing the reality and evolving needs, based on lessons learnt, and recommendations of the MTR.
- Strategic guidance, direction and oversight from PSC and TAC meetings ensured that NBI-C expected outputs for the year were achieved (within the overall framework of the NBI and; and that the project remained within budget and on schedule).
- Continuity in delivery on NBI program and projects outputs and outcomes is now ensured.
- Mid-term review at project and program levels were successfully conducted. Individual Mid-Term reviews covered 7 out of the 8 SVP projects. These include: ATP, CBSI, NTEAP, RPT, SDBS, EWUAP and SVP-C. This has resulted into some adjustments in the output focus and implementation of the projects. A program level Mid-Term Review planned for July, 2007 was successfully undertaken thereafter. The overall program was evaluated as meeting its goals and achieving important outcomes that were critical in building a Nile basin community of interest, establishing a technical foundation for water resources management and helping in building a trusted NBI Institution. The NBI evaluation report and the World Bank Aide Memoir capturing the detailed evaluations were prepared. The reports provided redirection and key decisions on the future of the program to enhance delivery, including adjustments on the completion dates of the projects.
- Preparation of action plans and concept notes by the SVP Projects post MTR was also successfully coordinated. The main focus of the action plans is to fully achieve projects' objectives, support the SAPs and contribute to building a permanent NBI institution.
- Two Nile-COM meetings, three Nile-TAC meetings, and two NBTf meetings (one informal) plus the First Development Partner and Nile-TAC strategic dialogue were successfully held. Initial funding (pledges to the tune of 20 million US\$) was secured for ISP which will follow on after NBI-C phases out in June 2008, and also for phase II of some of the on-going SVP projects.

Specific output level achievements

Output 1.1.1 Nile-SEC and SVP projects effectiveness and efficiency enhanced

The 6th SVP / SAP coordination meeting was successfully held in Aswan, Egypt, during early November, 2008. The meeting achieved its objectives of;

- Discussing key NBI corporate and cross cutting issues in response to the evolving NBI context and to agree on actions.
- Promoting SVP/SAP coordination and linkages and to identify and agree on key joint actions in support to investments.

In line with the specific needs expressed by the SAPs, the SVP Projects and SAPs identified critical activities to be implemented during 2008 that will respond to the SAPs needs.

Based on the strategy developed by SVP-C to mainstream key outputs of SVP projects into sustainable institutions when the projects begin to close, the SVP projects were able to prioritize the outputs that are to be consolidated and mainstreamed into the future permanent Nile River Basin Organization, the SAPs, the NBI National level / country functions, and to other institutions outside NBI.

A draft final report from Universalia consultancy on the design of the NBI Results Based System (RBS) was received and discussed. All SVP projects and SAPs provided recommendations for the implementation phase of the RBS. The NBI level Performance Measurement Framework (PMF) was also discussed and baseline data provided.

Action plans and concept notes for the seven continuing SVP Projects were prepared, reviewed and discussed with the Nile TAC and development partners. The SVP projects are now implementing the action plans speedily. The process of tracking progress in implementing the recommendations has been initiated.

Output 1.1.2 Mechanisms for coordination and integration of SVP projects and SAPs developed and implemented

Overall, NBI-C was able to ensure more focused supervision and coordination of the Shared Vision Program. This enhanced delivery of outputs in all 8 SVP projects, with emphasis on capturing synergies, improving linkages and increasing support to the SAPs.

The mid term reviews of the SVP Projects served to redirect the projects focus in line with the reality and evolving needs within NBI. Both the Individual project reviews and the overall program review were carried out by the World bank and an independent external consultant for Nile-SEC. The evaluation review has enhanced and redirected the various project activities towards the NBI priorities. It's recommendations emphasized the need for supporting the development of a more permanent institution as opposed to project-specific support; the support to the SAPs and the achievement of the planned projects development objectives.

During the year, two Nile-COM meetings, three Nile-TAC meetings, and two NBTF meetings (one informal) were held. In addition, the first Development Partner and Nile-TAC strategic dialogue was held. These meetings were instrumental in guiding and further improving performance of NBI as a whole, and NBI has implemented all the decisions reached in the meetings. The resulting increased coordination with key stakeholders has expedited the achievement of the expected outputs for the year and the overall enhancement of the complementarities of roles of each key stakeholder. During the fifth NBTF C meeting held in Helsinki, Finland, status of implementation of the NBI programs and projects and institutional enhancement issues were discussed. The funding needs were presented and pledges to a tune of US\$ 20 million received. There was commitment to finance the ISP proposed to start early in 2008, and to continue supporting the Cooperative Framework process.

3.1.2 Enhancing delivery of project services.

One of the key functions of NBI-C is to ensure that all SVP projects as well as the SAPs are guided to achieve their full objectives. Overall, there has been continued enhancement of delivery of project services through strengthening NBI institutional capacity for sustainable project and program management and implementation. This was achieved through expanding and enhancing NBI human resource capacity for supporting projects/programs management and implementation as part of the continuing process to strengthen NBI institutional capacity for sustainable project and program management and implementation (FMS, Procurement, RBS).

Preparations and mechanisms have been put in place to further enhance institutional capacity of Nile-SEC, ENTRO and NELSAP-CU to manage increased project portfolios; and to enhance sustainability of SVP projects outputs for a future permanent Nile Basin Institution.

Specific output level achievements

2.1.1 Financial and procurement management strengthened

Financial management and Procurement remains a critical area of strengthening. During the year, there was little progress in the systems enhancement, but modest achievements were realized in human resources capacitation through the recruitment of Finance Officer and Accountant. An M&E Assistant was also recruited to further strengthen the implementation of the RBS.

With the coming on board of new finance staff, the procurement of the IFMS and development of the Human Resources Manual have been initiated to improve the finance and administration functions at the Nile-SEC, and ensure harmonization between Nile-SEC / SVP, ENTRO and NELSAP-CU. Specifications for the NBI Integrated Finance Management System were completed following a short study with support of a consultant. The automated financial management at the Nile-SEC was enhanced through updates and training carried out in the current NBI Sun system accounting package for new staff pending installation of the IFMS. Preparation of the Human

Resources Manual for NBI has been initiated, and the ToRs for the HR study completed. A road map for operations manual has been prepared, and the inventory of the Nile-SEC fixed assets updated.

Audit report for the Financial Year 2006 was also finalized.

2.1.2 National NBI Offices Strengthened

This is essentially a CBSI activity with NBI-C playing a supportive and supervisory role. During the year, the national coordination and NBI communication strategies were developed by CBSI. The national coordination strategy was discussed and approved by the Nile-TAC for implementation. These efforts will also help improve NBI visibility at the national level.

2.1.3 NBI Institutional Strengthening Project operationalised

The Nile-SEC is at a critical stage of developing and strengthening institutional mechanism commensurate to its mandate. Preparation of the Institutional Strengthening Project (ISP) proposal supported by one international and one local consultants was conducted through an iterative process between the consultants and Nile-SEC. The project proposal on Institutional Strengthening of NBI was completed and a draft shared with Nile-TAC. This was approved during the 23rd Nile-TAC meeting in June, 2007 after inclusion of comments from the countries. A near final draft of the ISP was presented to development partners during October, 2007. Project appraisal is planned in the first quarter of 2008. The ISP will address the main institutional challenges of Nile-SEC, ENTRO and NELSAP-CU to manage increased project portfolios, and prepare to sustain SVP outputs for a future permanent Nile basin Institution.

2.1.4 NBI M&E System established, operationalised and maintained

The design of the NBI Results Based System was completed during the year, and full implementation was initiated. In the last half of 2007, the focus in M&E was on building up the capacities within NBI and all the stakeholders to effectively implement the RBS. To this effect, a comprehensive RBS Training of Trainers' (ToT) workshop was conducted for all SVP projects and SAPs in Addis Ababa, Ethiopia and the training modules and tools provided to participants in preparation for the subsequent training to be conducted to the NBI stakeholders. The RBS ToT session equipped participants with the necessary skills and tools to effectively transfer knowledge on the RBS to the different stakeholders involved in the NBI Programs and projects execution.

An NBI-wide meeting of M&E / RBS Specialists was successfully held at Nile-Sec Entebbe. During the meeting, the draft Performance Measurement Frameworks (PMFs) were completed for all SVP projects. The process of reviewing and completing frameworks for the SAPs is o-going. An action plan for expanded training of stakeholders at project level on RBS was developed, and discussions held on the future direction of M&E at NBI, through initiating the development, of the policies, incentives and lines of responsibility for the sustainable use of the Results Based System.

To-date, training in the Results Based System has been provided to Steering Committees of all SVP projects, some SVP and SAP Technical Committees to ensure their involvement and support in the development, application and sustenance of the Results Based System.

In addition to supervising Universalia contract, to ensure timely delivery of outputs, final revision and cleaning of Project Logframes, Performance Measurement Frameworks, Results Based Annual Reports for 2006 and Results Based Work plans and budgets for 2007 were undertaken. The 2007 annual reports and 2008 work plans of all NBI programs and projects are expected to improve significantly.

3.1.3 Improved understanding and articulation of NB issues among the key stakeholders.

Another major role of the NBI Secretariat supported by NBI-C is the collection, packaging and dissemination of knowledge and knowledge products that foster cooperation and sustainable Nile basin resource use. This is pursued through expanded access to enhanced Knowledge and Information Systems in NB countries. To achieve this, NBI-C is successfully putting in place the following three main outputs:

- (a) Developing NBI Internal management Information systems.
- (b) Enhancing the operation of the NBI website, operated at the NBI secretariat.
- (c) Establishing and maintaining the NBI documentation and Information physical and virtual library.

Overall;

- The content of information provided at the website was significantly improved during the year.
- Information sharing amongst SVP projects and SAPs; and with organizations like FAO, World Bank, British Council established and improved.
- Increased access to relevant information from International databases like IFPRI and AOJ databases achieved.

Specific output level achievements

3.1.1 NBI Internal Management Information Systems developed and maintained

The NBI Local Area Network (LAN) has been updated and expanded to include hotspots for wireless connections, the new office premises of the SDBS project, and trial of the JOOMLA content management for enhanced document management. Hardware & Software standards for IT systems were also reviewed and revised to meet current technological trends.

3.1.2 NBI Website enhanced and operated

The NBI website was re-designed. The website is now dynamic and has more content. In addition sub sites were created for all the SVP projects as well as the SAPs. Website translation into French in progress

3.1.3 NBI Documentation and Inform. Phys. & Virtual Library estab. & maint.

The NBI Resource Centre achievements include additional titles of books, increase in clients, support to libraries of other NBI programs and projects. Specifically, the following achievements can be cited:

- Library linkages have been established with ATP and NTEAP, ENTRO and NELSAP online libraries have been linked to NBI. Physical library for ENTRO currently operational. This has enhanced information sharing within and beyond the basin region. Training and other assistance has been provided to personnel in the SAPs to manage the libraries established. Training of library users is on-going on usage of the electronic library and access to the physical setup.
- Networks and partnerships have been formed with other well established libraries to share information with organizations like FAO, World Bank, British Council and American resource centers, through their catalogues. Investment project documents from the World Bank website have been uploaded on the NBI website for the public to access.

- Renovation of the archives building was completed and arrangements are on to setup and process all archival documents to be available on line. Work on digitizing all library documents has been initiated.

3.2 Cumulative Results

Details of cumulative achievements are contained in the table in **Annex 8.2**. Overall, however;

NBI-C has continued with successful general support to the Nile-Secretariat activities, facilitating the integration of activities of all SVP Projects, and coordination efforts with the SAPs. As a result, common understanding of areas of foci of projects has been reached. There has been useful feed back on the agreed actions from the SVP Projects. The NBI programs and projects have been able to update each other on the progress in implementation and jointly strategize future directions for enhanced delivery. Areas of linkages and synergy among programs and projects were reviewed and targets set for specific actions.

Rate of delivery of project services has been enhanced through the implementation of the NBI – RBS, and movement towards strengthening financial management capacity for sustainable project and program management and implementation.

Skills gained on the Results Based System (RBS) are increasingly facilitating the entire institution to work effectively towards achieving the Nile basin results, including the shared vision. The orientation to the Results Based Management (RBM) has improved the clarity on how the different NBI activities can contribute towards attainment of the shared vision. To-date, there is 100% usage and approximately 80% compliance throughout NBI on the Results Based System, with all SVP projects, SAPs and most of the SAP projects now applying the RBS tools for planning, reporting and monitoring.

There is increasing understanding and articulation of NB issues among the key stakeholders through expanded access to enhanced Knowledge and Information Systems in NB countries, largely through the website and resource centre services of the NBI knowledge management function.

3.3 Unintended Results

With support from CIDA, NBI initiated preparatory actions to address the gender requirements in its operations. An NBI Gender Mainstreaming meeting facilitated by the Gender Equality in African Regional Institutions (GEARI) project was conducted at the Nile-SEC with participation of all the NBI Programs and projects' representatives. An NBI Gender Working Group (GWG) was constituted, and the GWG came up with a gender audit work plan for NBI.

NBI also participated in the GEF 4th Biennial International Waters Conference that took place in Cape Town, South Africa. The overall objective of the NBI participation in this conference was to learn and share experiences on successful practices, approaches, strategies, lessons and methodologies, specifically in relation to GEF projects. The NBI representatives took the opportunity to arrange side meetings and discuss with UNDP/GEF representatives the issue of funding the second phase for NTEAP. The NBI representatives also discussed with World Bank Institute on the technical support and modalities that could be extended to NBI through ATP.

Nile-SEC also facilitated the participation of Nile-TAC members in a one week training session on legal and negotiations skills for shared water resources management

A coordination meeting and training session for all the Finance personnel of the NBI was hosted in parallel with the SVP – SAPs Coordination meeting held in Aswan, Egypt.

3.4 Sustainability of results.

The overarching aim of SVP Coordination project is to build capacity in the NBI secretariat and SVP projects to successfully implement NBI activities. The systems and procedures put in place are meant to enable the Nile-SEC continue to coordinate with SAPs to deliver key outputs even after most of the present SVP projects are phased out.

Adoption of common NBI management and implementation guidelines and policies (Financial Management System, Procurement System, Results Based System, Information Management System, Human Resources Policy, etc), which are specific to the needs of NBI (rather than for instance UNOPS rules and guidelines) will increase the likelihood of sustainability of institutional mechanisms put in place at NBI.

The SVP mainstreaming strategy has initiated to be fully developed and implemented during the follow on Institutional Strengthening Project (ISP). When successfully implemented, the strategy will ensure that outputs and products from the closing SVP projects continue to be delivered as part of the institutionalized functions of the relevant NBI and non-NBI institutions for continuity.

4 Project Management

The Nile-TAC composed of two senior level government officials from each NBI member country continued to serve as the SVP Coordination Project Steering Committee. The Nile-TAC has provided strategic guidance, direction and oversight to ensure that the project objectives are achieved, within the overall framework of the NBI and its shared vision, and that the project remains within budget and on schedule.

The NBI Secretariat is responsible for the efficient execution of the SVP. Thus, it needed to be strengthened, both in terms of human and institutional capacity. The Secretariat has therefore expanded in a targeted manner to meet the coordination and supervisory needs of the SVP and NBI as a whole. All staff, both those funded through the Secretariat's core budget as well as through the project, are integrated into one team within the NBI Secretariat structure maintaining a collaborative spirit at the Secretariat. Hence, the strengthened NBI Secretariat functions as an integrated unit for the overall management of the Shared Vision Program and other NBI activities.

To accelerate implementation of SVP projects and progressively take over full authority of execution of projects by the NBI in a sustained manner, capacity of the Nile-SEC in key functions of administration, financial management, procurement, knowledge management and M & E / RBS, are continually being developed. A transition plan for transferring the responsibilities of UNOPS to Nile-SEC is under preparation.



The Nile-TAC & Nile-COM toured the Source of the Nile from Lake Victoria, at Jinja, Uganda during the 23rd Nile-TAC and 15th Nile-COM meetings in June, 2007 at Entebbe, Uganda

5 Project Expenditures

5.1 Financial performance

The project is supported through, partner financing through the Nile Basin Trust Fund (NBTF), and parallel partner financing by Germany, as well as in-kind government contributions.

The total partner support required through the NBTF was estimated at US 5.4 million, out of which an initial NBTF grant of US\$ 2.87 million was signed on April 22, 2003 between the NBI and the Bank. This first grant was planned to run from July 1, 2003 till the project closing date, June 30, 2007. An amended Grant Agreement, with expanded scope and role of SVP-C (now named NBI coordination) has been negotiated to run up to June, 2008, with total funding for 2007 – 2008 of US \$ 8,121,110 (with fees for UNOPS inclusive).

The total planned and approved budget for 2007 was US \$ 4,913,528. The amount disbursed by 30th December, 2007 was US \$ 3,033,483., representing 62% disbursement of the budget for the period. The undisbursed 38% was meant for studies and preliminary preparations for the procurement of the IFMS, which were delayed, as well as final payments to Universalia Consultants for the design of the NBI RBS, due for formal conclusion in February, 2008.

6 Challenges and Constraints

Implementation of the areas of linkages across SVP projects and NBI programs is still inadequate. Efforts are being made to strengthen the linkages of the two NBI programs in the work plans for 2008.

The challenge of weak coordination and poor visibility at national level has continued to nag the project. The challenge is being addressed through a coordination strategy developed by CBSI Project.

Uncertainty of the SVP projects second phases (e.g RPT) is causing anxiety and lack of concentration from some lead Specialists.

Delays are still experienced in getting expenditures against budgets from UNOPS. It is hoped that once IFMS for NBI is put in place and UNOPS operations are effectively taken over through other appropriate mechanism, this will be solved.

7 Lessons Learned and Recommendations

7.1 Lessons learned.

The flexibility and realism of the SVP MTR has been key in refocusing the SVP Projects and improving their responsiveness to the evolving needs of NBI.

The complex nature of the SVP and the use of UNOPS operation continue to result in costly management expenses.

Difficulties in combining Nile-SEC and NBI-C budgets and expenditures due to different financial years.

7.2 Recommendations

NBI should be granted legal status, privileges and immunities in the territory of each of the Nile Basin states to enable the Nile-SEC to take over the full responsibilities of projects execution.

8 Appendices

8.1

8.2

8.3

8.4

8.1 NBI – C Project Logical framework - with SVP Program level impact

HIERARCHY OF OBJECTIVES / RESULTS	PERFORMANCE INDICATORS	CRITICAL ASSUMPTIONS
Program Development Objective: <i>Build trust, capacity, and an enabling environment for investment in the Nile Basin countries</i>		
Program Impact		
<i>Improved enabling environment to realize NBI shared vision through increased awareness and promotion of good practices for socio-economic development and long-term sustainable water resources and environment management. (10-20 years)</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Permanent NBI Cooperative Framework functioning <input type="checkbox"/> National NBI Offices legally recognized by each country. <input type="checkbox"/> Number of Trans-boundary frameworks, policies and protocols developed <i>and adopted</i>. 	<i>Continued political and financial commitment by the riparian countries, and continued donor support</i>
SVP Coordination Project: Development Objective: To ensure successful and complete execution of the NBI basin-wide programs and projects through effective coordination among projects and programs.		
Impact		
NBI programs and projects are successfully executed and enabling environment is created to realize the NBI Shared Vision (5-10 years)	<ul style="list-style-type: none"> <input type="checkbox"/> % completion of individual SVP projects <input type="checkbox"/> The completion rating of SVP projects 	Regional and national level management and institutional capacities are adequate to ensure effective basin-wide coordination.
Mid-Term Outcomes		
1. Enhanced synergistic implementation of NBI Programs and projects basin and sub-basin-wide within 5 – 7 years	<ul style="list-style-type: none"> ◆ Number of long-term collaborative undertakings / initiatives between and within projects and programs ◆ Degree of variance in the performance rating of projects by supervision and evaluation missions 	<ul style="list-style-type: none"> ● NBI regional cooperation continues, backed by strong commitment at the national level.
2. Enhanced delivery of project services within 5 – 7 -years	<ul style="list-style-type: none"> ◆ Annual and cumulative achievements as a % of targets by project / Program ◆ Number of projects / Programs meeting their targets in time. 	<ul style="list-style-type: none"> ● Adequate regional-level management capacities to ensure effective basin-wide coordination
3. Improved understanding and articulation of NB issues among the key stakeholders within 5 – 7 years.	<ul style="list-style-type: none"> ◆ The extent to which NBI issues are reflected in national plans and budgets of NB countries ◆ # Official national pronouncements which include NBI issues 	<ul style="list-style-type: none"> ● There is willingness among national Governments to recognize and support NBI activities.
Short-Term Outcomes		
1.1 NBI Programs and Projects effectively coordinated within 3 – 5 years.	◆ Extent to which NBI principles, mechanisms, systems are being applied by projects (common guidelines, compliance with NBI calendar etc.)	<ul style="list-style-type: none"> ● Qualified and motivated staff are retained to effectively implement and sustain the Programs and projects.
2.1 Strengthened NBI institutional capacity for sustainable project and Program management and Implementation (FMS, Procurement, RBS, IMS) within 3 – 5 years.	<ul style="list-style-type: none"> ◆ Level of compliance to the established management processes and procedures ◆ Number of feedbacks received / learning points distilled from RBS; and the extent to which they are used to inform decision-making and adjustment of plans for achievement of results 	<ul style="list-style-type: none"> ● NB countries and populations are willing to share information

HIERARCHY OF OBJECTIVES / RESULTS	PERFORMANCE INDICATORS	CRITICAL ASSUMPTIONS
3.1 Expanded access to enhanced knowledge and Information systems in NB countries within 3 – 5 years.	<ul style="list-style-type: none"> ◆ Number / % of key stakeholders in NB countries whose knowledge of NBI issues is up-to-date. ◆ The level of information exchange among key stakeholders 	and knowledge.
SVP Coordination Project Outputs		
1.1.1 Nile-SEC and SVP projects effectiveness and efficiency enhanced for effective project management	<ul style="list-style-type: none"> ◆ Positions fully operational as % of required staff establishment at Nile-SEC and projects ◆ % budget and plan realization 	<ul style="list-style-type: none"> • Sustainable National and regional Implementing institutions are available
1.1.2 Mechanisms for coordination and integration of SVP projects and SAPs developed and implemented	<ul style="list-style-type: none"> ◆ Establishment and level of implementation of a coordination and intergration strategic plan. ◆ Number of activities implemented jointly in support of SAPs 	
2.1.1 Financial and procurement management strengthened	<ul style="list-style-type: none"> ◆ Time taken to produce acceptable financial reports ◆ An upgraded FMS put in place ◆ Number of audit queries ◆ Duration of procurement cycle ◆ Roaster of service providers 	<ul style="list-style-type: none"> • Sustainable National and regional Implementing institutions are available
2.1.2 NBI National Operations strengthened	<ul style="list-style-type: none"> ◆ Acceptance of completed national assessment reports on strengthening National NBI offices and start up of implementation. 	
2.1.3 NBI Institutional Strengthening Project operationalised	<ul style="list-style-type: none"> ◆ Output levels of hired institutional strengthening consultant ◆ Approval of project proposal and effectiveness 	
2.1.4 NBI M&E System established, operationalised and maintained	<ul style="list-style-type: none"> ◆ RBS endorsement by NBI stakeholders ◆ Level of compliance of NBI reports to RBS. ◆ Number of RBS tools in use ◆ Number of NBI projects planning and reporting based on the Results Based System on a timely basis ◆ # Successful review missions ◆ # Successful evaluation missions 	
3.1.1 NBI Internal Management Information Systems developed and strengthened	<ul style="list-style-type: none"> ◆ Number of tools developed and in use (Knowledge management guidelines, IT tools, information strategies). ◆ Number of materials translated into French. ◆ Time taken to respond to management inquiries/issues. 	
3.1.2 NBI Website enhanced and operated	<ul style="list-style-type: none"> ◆ Number and nature of clients' feed back on the website. ◆ Frequency of visits to website. 	
3.1.3 NBI Documentation and Information Physical and Virtual Library established and maintained	<ul style="list-style-type: none"> ◆ Number of library users ◆ Types and number of reference materials accessible in the library. 	

8.2 Details of Results Achieved (Cumulative Achievements by outcome and output)

Level	Results	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
Medium-Term Outcome 1	<ul style="list-style-type: none"> Enhanced synergistic implementation of NBI programmes and projects basin-wide within 5 years 	<ul style="list-style-type: none"> Number of collaborative undertakings between and within projects and programs The variability between the SVP projects in their performance rating by donor supervision and evaluation missions 	<p>To have at least 30% of all undertakings done collaboratively</p> <p>Not more than two levels apart</p>	<p>Approximately 30% of activities unique to each project) of the planned collaborative undertakings (refer to linkage matrix attached)</p> <p>Moderately High</p>	<p>MTR and intensive supervision has increased collaborative implementation.</p> <p>Slight improvement from previous year</p>
Short-term Outcome 1.1	<ul style="list-style-type: none"> NBI Programs and Projects effectively coordinated within 3 years. 	<ul style="list-style-type: none"> Extent to which NBI principles, mechanisms, systems are being applied by projects (common guidelines, compliance with NBI calendar etc.) 	<p>All projects complying to 90% of the common frameworks by Yr 2 and 100% by Yr 3.</p>	<ul style="list-style-type: none"> Approx. 80% on RBS 	<p>Willingness of projects to adapt common frameworks almost 100%. Capacity to apply is being developed.</p>
Output 1.1.1	<p>Nile-SEC and SVP projects effectiveness and efficiency enhanced for effective project management.</p>	<ul style="list-style-type: none"> Positions fully operational as % of required staff establishment at Nile-SEC and projects % budget and plan realization 	<p>100%</p> <p>Supporting daily office operation, personnel administrative costs, office furniture, equipment and vehicle</p> <p>80% budget realisation</p>	<ul style="list-style-type: none"> By Dec, 2007, Nile-SEC & all SVP projects had reached 100% staffing. All staff filled their performance evaluation forms. Appraisal is on-going, Projects supervision meetings held for all SVP Projects. Specific areas for projects' focus were identified and strategies for improved performance devised. 62% budget realisation 	<p>Rate of implementation has been accelerated</p>
Output 1.1.2	<p>Mechanisms for coordination and integration of SVP projects and SAPs developed and implemented.</p>	<ul style="list-style-type: none"> Establishment and level of implementation of a coordination and integration strategic plan. Number of activities implemented jointly in support of SAPs 	<p>Yr 3: 4 Linkages matrix</p> <p>Yr 3: 15 Joint activities implemented, and all meetings successful;</p>	<ul style="list-style-type: none"> All scheduled meetings of all projects successfully held. One linkage matrix Joint achievements in awareness raising, NELSAP Agriculture project preparation, assessment of national capacities to conduct NBI activities; Promotion of a coordinated approach to capacity building, preparation for the Nile Development Forum, preparation of the NBI RBS, development of criteria for inclusion / collaboration; Coordinated team of IT specialists supporting NBI Offices. Almost 50% of CBSI activities are performed by staff located in SAPs regional offices. NTEAP and WRPM are in the process of 	<p>Common systems being developed have been adopted by all programs and projects.</p>

Level	Results	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
				locating key staff in these regional offices too.. <ul style="list-style-type: none"> ▪ SDBS is also in process of hiring staff dedicated to SAPs ▪ RPT is heavily involved in reviews of studies of power projects planned to be implemented under SAPs 	
Medium-Term Outcome 2	Enhanced delivery of project services within 5 years	<ul style="list-style-type: none"> ▪ Annual and cumulative achievements as a % of targets by project / programme ▪ Number of projects / programmes meeting their targets in time. 	Yr 3: 80% Yr 4 & 5: 100% Yr 2: 80% Yr 3: 90% Yr 5: 100%	All 8 SVP projects are now delivering services	Developing operational systems, especially IFMS; procurements, disbursements, still cause some constraints.
Short-term Outcome 2.1	Strengthened NBI institutional capacity for project and programme management (FMS, Procurement, RBS, IMS, HR) within 3 years.	<ul style="list-style-type: none"> ▪ Level of compliance to the established management processes and procedures ▪ Number of feedbacks received / learning points distilled from RBS; and the extent to which they are used to inform decision-making and adjustment of plans for achievement of results 	<ul style="list-style-type: none"> ▪ All projects complying to 90% of the procedures by Yr 2 and 100% by Yr 3. ▪ High 	<ul style="list-style-type: none"> ▪ 7 projects using UNOPS 100% (FM and Procurement systems. SVP CP adhering to the World Bank guidelines) ▪ All projects at 80% RBS compliance 	Common systems still under development There is an increasing trend of efficiency in response to issues Development and application of RBS has been a learning experience and its application is being institutionalised.
Output 2.1.1	Financial management System (FMS) Strengthened	<ul style="list-style-type: none"> ▪ Time taken to produce acceptable financial reports ▪ An upgraded FMS put in place ▪ Number of audit queries 	Relatively instant System in place by Yr 3 (Fully automated) Audit queries reduced by 75% by Yr 3	Quarterly: 45 days from end of quarter 2006 audit completed. <ul style="list-style-type: none"> ▪ FMRs prepared every 3 months, and procurement plan updated for SVP Coordination project ▪ Sun system accounting package customised for Nile-Sec optimum use ▪ Procuring the Integrated Financial Management System for NBI initiated ▪ Roaster for service providers completed for Nile-Sec & SVP-C only. 	Competing demands for staff time. This is being addressed as staff development progresses. Current system inadequate and not fully integrated Chart of accounts under development
Output 2.1.2	NBI National Operations strengthened	<ul style="list-style-type: none"> ▪ Acceptance of completed national assessment reports on strengthening National NBI offices and start up of implementation. 			
Output 2.1.3	NBI Institutional Strengthening Project operationalised	<ul style="list-style-type: none"> ▪ Output levels of hired institutional strengthening consultant ▪ Approval of project proposal and effectiveness 	Full operation by March, 2008	ISP project discussed and approved	Appraisal planned in Jan, 2008

Level	Results	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
Output 2.1.4	NBI M&E System established and operationalised	<ul style="list-style-type: none"> ▪ RBS endorsement by NBI stakeholders. Level of compliance of NBI reports to RBS. Number of RBS tools in use Number of NBI projects planning and reporting based on the Results Based System on a timely basis 	<p>System endorsed by Yr 2 100% by year 3</p> <p>8 SVP Projects, 2SAPs</p>	<ul style="list-style-type: none"> ◆ The 2006 NBI Annual Report based on the RBS was finalized, published and shared with the NBI Stakeholders. ◆ Orientation training was provided to the SVP Project Steering Committees, and SAP Technical Committees. ◆ 80%, compliance expected to reach 90% by 2008. (estimate from SVP projects' draft logframes, annual reports and work plans reviewed) ◆ 100% adoption (8 SVP Projects 2 SAPs) 	<p>Application progressing well.</p> <p>Capacity of key stakeholders under development.</p> <p>Users getting accustomed to new approach</p>
Medium-Term Outcome 3	Improved understanding and articulation of NB issues among the key stakeholders within 5 years	<ul style="list-style-type: none"> ▪ The extent to which NBI issues are reflected in national plans and budgets of NB countries ▪ # Official national pronouncements which include NBI issues 	<p>High in Yr 3: 7 countries</p> <p>Yr 5: All countries</p> <p>Continuous</p>	Medium	Awareness still needed and ongoing in the countries
Short-term Outcome 3.1	Expanded access to enhanced knowledge and Information systems in NB countries within 3 years.	<ul style="list-style-type: none"> ◆ Number / % of key stakeholders in NB countries whose knowledge of NBI issues is up-to-date. ▪ The level of information exchange among key stakeholders 	<p>75% of total number of stakeholder categories</p> <p>High</p>	<p>45% of total (estimated from number of Government Ministries, NGOs, Media groups, Research and academic Institutions NBI has worked with)</p> <p>Medium</p>	<p>Awareness should go beyond the water Ministries</p> <p>The awareness campaign is to be improved and accelerated.</p> <p>No existing protocol for exchange of information</p>
Output 3.1.1	NBI Internal Management Information Systems developed and strengthened	<ul style="list-style-type: none"> ▪ Number of tools developed and in use (Knowledge management guidelines, IT tools, information strategies). ▪ Number of materials translated into French. ▪ Time taken to respond to management inquiries/issues. ▪ Number and nature of clients' feed back on the website. ▪ Frequency of visits to website 	<p>6 in use by Yr 3</p> <p>75% of all NBI documents translated by year 3</p> <p>Instant</p> <p>High, with 100% positive</p> <p>High</p>	<p>5 (Information standards & guidelines, Website, Portal, Mail system, Cyber & virtual Library)</p> <p>Moved from low to medium</p> <p>1 – 5 days</p> <p>75% Positive</p> <p>40,000/Month hits on average with about 1800 unique / first time visitors</p>	<p>Document Management System continually updated.</p> <p>French translations now on-going</p> <p>Competing demands on staff time</p> <p>Content continues to improve to meet stakeholder interests</p>
Output 3.1.2	NBI Documentation and Information Physical and Virtual Library established and maintained	<ul style="list-style-type: none"> ▪ Number of library users ▪ Types and number of references materials accessible in the library. 	<p>Yr 1: 10 per day</p> <p>Yr 2: 30 per day</p> <p>Yr 3: 50 per day</p> <p>At least 5,000 – 10,000 copies each of 7 main categories</p> <p>50 full text databases</p>	<p>5 - 8 per day</p> <p>2000 – 2,500 copies of each of 7 categories.</p> <p>25 full text Databases</p> <p>Construction archives progressing.</p>	<p>Official launch of NBRC was done to create awareness</p> <p>Need for user training on Library systems</p>

8.3 Cumulative Project Expenditure

SHARED VISION PROGRAM COORDINATION: Project Cost, Disbursement Status 2004-2006

Project Component/Sub-component/Activities		Disbur. Mode/ Admin.	Phase 1 Total Project Cost	Cumulative Expenditure 2004-2006	Remaining Balance from total project cost	Revised budget for 2007/08	Total Spent in 2007	Balance Available for 2008	
Component 1	<i>Program Coordination</i>								
1.1	<u>Strengthen the NBI Secretariat</u>								
	Sub-Component 1.1 Total	Nile-SEC	1,036,908.00	293,092.00	1,330,000.00				
1.2	<u>Operationalize SVP Projects</u>	UNOPS	569,348.65	(210,375.65)	358,973				
1.3	<u>Coordinate and Integrate SVP Projects</u>	UNOPS	119,927.13	268,099.87	388,027				
	Sub-Component 1.1 Total	Nile-SEC	1,036,908.00	293,092.00	1,330,000.00				
	Sub-Component 1.2 Total	UNOPS	569,348.65	(210,375.65)	358,973.00				
	Component 1.3 Total	UNOPS	119,927.13	268,099.87	388,027.00				
		Total	1,726,183.78	350,816.22	2,077,000.00				
Component 2	<i>Financial Management and Procurement</i>								
2.1	Financial Management & Procurement	UNOPS	45,171.00		61,160.00				
2.2	Auditing	UNOPS	9,216.00		34,302.00				
	Sub-Component 2.1 Total	UNOPS	45,171.00	15,989.00	61,160.00				
	Sub-Component 2.2 Total	UNOPS	9,216.00	25,086.00	34,302.00				
	Component 2 Total	UNOPS	54,387.00	41,075.00	95,462.00				
Component 3	<i>Knowledge Management and Information Sharing</i>								
3.1	Enhance and Operate KM Systems								
	Sub-Component 3.1 Total	GTZ	6,634.05	65.95	6,700.00				
		UNOPS	6,019.00	41,578.00	47,597.00				
		Total	12,653.05	41,643.95	54,297.00				

Project Component/Sub-component/Activities		Disbur. Mode/ Admin.	Phase 1 Total Project Cost	Cumulative Expenditure 2004-2006	Remaining Balance from total project cost	Revised budget for 2007/08	Total Spent in 2007	Balance Available for 2008	
3.2	Upgrade Documentation Center		-						
	Sub-Component 3.2 Total	GTZ	83,379.51	94,880.49	178,260.00				
		UNOPS	-	36,854.00	36,854.00				
		Total	83,379.51	131,734.49	215,114.00				
3.3	IT system acquisition, upgrade and maintenance								
	Sub-Component 3.3 Total	GTZ	136,621.38	(14,381.38)	122,240.00				
		UNOPS	10,217.00	43,362.00	53,579.00				
		Total	146,838.38	28,980.62	175,819.00				
	Total Component 3	GTZ	226,634.94	80,565.06	307,200.00				
		UNOPS	16,236.00	121,794.00	138,030.00				
		Total	242,870.94	202,359.06	445,230.00				
Component 4	Monitoring and Evaluation								
4.1	Establish and Operate SVP M&E System								
	Sub-Component 4.1 Total	UNOPS	87,340.00	110,499.00	197,839.00				
4.2	Facilitate & Participate in SVP M&E Activities		-						
	Sub-Component 4.2 Total	UNOPS	128,550.00	40,488.00	169,038.00				
	Total Component 4	UNOPS	215,890.00	150,987.00	366,877.00				
Component 5	- Training								
5.1	Strengthen NBI institutional capacity for project management								
	Sub-Component 5.1 Total	UNOPS	55,057.00	23,531.00	78,588				
5.2	Enhance Suppliers and Service Providers in the Nile Basin								
	Total Component 5	UNOPS	30,404.00	48,184.00	78,588				

Project Component/Sub-component/Activities	Disbur. Mode/ Admin.	Phase 1 Total Project Cost	Cumulative Expenditure 2004-2006	Remaining Balance from total project cost	Revised budget for 2007/08	Total Spent in 2007	Balance Available for 2008	
	Total Components 1 - 5	Nile-SEC	1,036,908.00	293,092.00	1,330,000.00			
		UNOPS	1,039,281.78	386,675.22	1,425,957.00			
		8% Fee	83,142.54	30,934.02	114,076.56			
		Total UNOPS	1,122,424.32	417,609.24	1,540,033.56			
		GTZ	226,634.94	80,565.06	307,200.00			
		Total	2,385,967.26	791,266.30	3,177,233.56			

Notes:

1

In translating the GTZ budget to Dollars the exchange rate used is €1=\$1.2

8.4 Inventory (Excel Worksheet attached)

8.5 List of staff

s/n	Name	Designation
1	Hamere Wondimu (Ms)	SPO/ SVP Coordinator
2	Tom Waako	Program Officer
3	John Ogwang	Regional Monitoring & Evaluation Specialist
4	Joel Arumadri	Information Management Specialist
5	Juliet Nakassaga (Ms)	Librarian
6	Pamela Lakidi (Ms)	Monitoring and Evaluation Assistant
7	Collins Mutungi	Finance Officer
8	Josephine Lwasa (Ms)	Accountant
9	Beatrice Adongakulu (Ms)	Bi-Lingual Secretary
10	Paul Kanyike	Driver

8.6 Linkage matrix

8.7 Procurement Plan

Nile Basin Initiative SVP Coordination Project Procurement Plan (revised July 2006)

General

1. Project information:

Country	-	Nile Basin Initiative 9 member countries
Project Name	-	SVP Coordination
Project Implementation Agency	-	Nile Basin Initiative Secretariat

2. Bank's approval Date of the procurement Plan [_____]

3. Date of General Procurement Notice: Not Applicable

4. Period covered by this procurement plan: July 2006 to June 2007

II. Goods and Works and non-consulting services.

1. **Prior Review Threshold:** Procurement Decisions subject to Prior Review by the Bank as stated in Appendix 1 to the Guidelines for Procurement.

	Procurement Method	Prior Review Threshold	Comments
1.	ICB (Goods)	≥ 150,000	all
2.	NCB (Goods)	Not Applicable	
3.	ICB (Works)	≥80,000 and < 150,000	First Contract
4.	Shopping	<80,000	Post Review

2. Prequalification: N/A

3. Proposed Procedures for CDD Components (as per paragraph. 3.17 of the Guidelines): N/A

4. Reference to (if any) Project Operational/Procurement Manual: N/A

5. Any Other Special Procurement Arrangements: N/A

Procurement Packages with Methods and Time Schedule

Ref No.	Contract (Description)	Estimated Cost	Procurement Method	Prequalification	Domestic Preference	Review by	Expected Bid-	Comments
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		(US\$)		(yes/no)	(yes/no)	Bank (Prior / Post)	Opening Date	
1	Furniture for new staff	4,000	Shopping	NO	NO	Post	Aug 15, 06	Sep 25, 06
2	Office equipment for new staff and additional for office use	12,000	Shopping	NO	NO	Post	Aug 15, 06	Sep 25, 06
3	Office equipment for additional office use	6,000	Shopping	NO	NO	Post	Apr 1, 07	May 11, 07
4	'WorldoX' DMS a Document Management System to facilitate automatic document filling and management	15,000	Shopping	NO	NO	Post	Sep 1, 06	Oct 30, 06
5	'Mirra' backup system for networking	2,000	Shopping	NO	NO	Post	Sep 1, 06	Oct 30, 06
6	VoIP equipment to enhance communication between projects and with the NBI secretariat.	15,000	Shopping	NO	NO	Post	Sep 1, 06	Oct 30, 06
7	Smoke detectors, fire extinguishers and/or sprinklers for the server rooms.	1,000	Shopping	NO	NO	Post	Sep 1, 06	Oct 30, 06
8	Financial Management System	400,000	QCBS	NO	NO	Prior	Oct 15, 06	Dec15, 06

III. Selection of Consultants

- Prior Review Threshold:** Selection decisions subject to Prior Review by Bank as stated in Appendix 1 to the Guidelines Selection and Employment of Consultants:

	Selection Method	Prior Review Threshold	Comments
1.	QCBS (Firms)	≥200,000	All
2.	QCBS, CQ (Firms)	<200,000	First contract for each selection method
3.	Individual Consultants (IC)	≥50,000	All

- 2. Short list comprising entirely of national consultants:** Short list of consultants for services, estimated to cost less than \$200,000 equivalent per contract, may comprise entirely of consultants from the Nile Riparian countries with no more than two firms/individuals on the short-list from any one riparian country (in accordance with the provisions of paragraph 2.7 of the Consultant Guidelines) provided that a sufficient number of qualified individuals or firms (at least three) is available.

Training under the project will be implemented according to an annual training plan that the NBI Secretariat will prepare and submit to the Bank for no-objection before implementation. Training, workshops, conference attendance, and study tours will be carried out on the basis of approved annual programs that will identify the general framework of training and similar activities for the year, including the nature of training, study tours, and workshops, the number of participants, and cost estimates.

For national training and workshops, preference will be given to consultants from the country in which the training is being organized, provided that a sufficient number of qualified individuals or firms (at least three) is available.

For regional training, preference will be given to consultants from the Nile riparian countries, provided that no more than two consultants from any one riparian country are short listed and a sufficient number of qualified individuals or firms (at least three) is available. Training facilitators will be contracted on a competitive basis (e.g., using CQ) assuming contracts are below US\$75,000.

- 3. Any Other Special Selection Arrangements:** Special case is the Consultancy for NBI M&E system development

4. Consultancy Assignments with Selection Methods and Time Schedule

Ref No.	Description of Assignment	Estimated Cost US\$	Selection Method	Review by Bank (Prior / Post)	Expected Proposals Submission Date	Contract Duration
Individual Consultants						
1	Senior Program Officer	128,300	IC	Prior	Francis to fill the contract starting date for staff	1 year renewable
2	Information Management Specialist	90,716	IC	Prior		1 year renewable
3	M&E Specialist	91,800	IC	Prior		1 year renewable
4	Chief Finance Officer	36,000	IC	Prior		1 year renewable
5	Program Officer	40,320	IC	Prior		1 year renewable
6	Finance & Procurement	27440	IC	Prior		1 year renewable

	Officer					
7	Librarian	18200	IC	Prior		1 year renewable
8	Independent Audit	15,000	CQ or IC	Prior	Mar 15, 2007	2 months
9	Legal services on the new MSA with UNOPS	7,000	IC	Prior	Aug 10, 2006	15 days
10	Establishing NBI Salary Scale	70,000	CQ or IC	Prior	Aug 20, 2006	3 months
11	Advisor to NBI	42,500	IC	Prior	Finalized	6 months
12	financial management advisor	20,500	IC	Prior	Finalized	3 months
13	financial management advisor	20,000	IC	Prior	Oct 2006	3 months
14	IT company to provide technical backstopping when needed	6,000	IC	Post	Sep 2006	At intervals through out the 12 months
15	Development of NBI M&E system	349,683	CQ	Prior	Finalized	12 months

IV. Implementing Agency Capacity Building Activities with Time Schedule

- In this section the agreed Capacity Building Activities (some items could be from CPAR recommendation) are listed with time schedule - N/A**