

**Document of
The World Bank**

Project Appraisal Document

CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT

**SHARED VISION PROGRAM
Of the
NILE BASIN INITIATIVE**

December, 2003

AFTNL
Nile Team
Africa and Middle East and North Africa Regions

ABBREVIATIONS AND ACRONYMS

| | |
|----------|--|
| CBSI | Confidence Building and Stakeholder Involvement |
| CIDA | Canadian International Development Agency |
| DRC | Democratic Republic of the Congo |
| ENSAP | Eastern Nile Subsidiary Action Program |
| ESW | Economic and Sector Work |
| ICCON | International Consortium for Cooperation on the Nile |
| LVEMP | Lake Victoria Environmental Management Project |
| NBI | Nile Basin Initiative |
| NELSAP | Nile Equatorial Lakes Region Subsidiary Action Program |
| NGO | Nongovernmental organization |
| NILE-COM | Council of Ministers of Water Affairs of the Nile Basin States |
| NILE-SEC | Nile Basin Initiative Secretariat |
| NILE-TAC | Nile Basin Initiative Technical Advisory Committee |
| O&M | Operations and Maintenance |
| PMU | Project Management Unit |
| SAP | Subsidiary action program |
| SIDA | Swedish International Development Agency |
| SVP | Shared Vision Program |
| UNDP | United Nations Development Program |
| UNOPS | United Nations Office for Project Services |

Fiscal Year: January 1–December 31

All dollar figures are in current U.S. dollars.

| | |
|----------------------|--|
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**NILE BASIN INITIATIVE
 SHARED VISION PROGRAM
 CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT PROJECT
 PROJECT APPRAISAL DOCUMENT**

CONTENTS

| | |
|--|-----------|
| A. PROGRAM PURPOSE AND DEVELOPMENT OBJECTIVES..... | 1 |
| 1. Program and Project Purpose..... | 1 |
| B. STRATEGIC CONTEXT | 3 |
| 1. Regional & Country Assistance Strategy goals supported by the project | 3 |
| 2. Main Sector Issues | 4 |
| 3. Sector issues addressed by the program and strategic choices | 6 |
| C. PROGRAM DESCRIPTION SUMMARY | 7 |
| 1. Project Components | 10 |
| 2. Key Policy and Institutional Reforms Supported by the Project | 13 |
| 4. Institutional and Implementation Arrangements | 15 |
| D. PROGRAM RATIONALE | 17 |
| 1. Program alternatives considered and reasons for rejection..... | 17 |
| E. SUMMARY PROGRAM ANALYSIS | 21 |
| 1. Economic | 21 |
| 2. Financial..... | 21 |
| 3. Environmental..... | 21 |
| 4. Technical..... | 21 |
| 5. Institutional | 22 |
| 6. Social..... | 23 |
| 7. Safeguard policies..... | 24 |
| F. SUSTAINABILITY AND RISKS | 24 |
| 1. Sustainability..... | 24 |
| 2. Critical Risks..... | 24 |
| 3. Possible Controversial Aspects..... | 26 |
| G. REQUIREMENTS..... | 27 |
| 1. Requirements for Appraisal | 27 |
| 2. Preliminary Requirements for Negotiation..... | 27 |
| 3. Preliminary requirements for effectiveness | 27 |
| H. COMPLIANCE WITH BANK POLICIES..... | 25 |

- Annex 1. Project Design Summary**
- Annex 2. Detailed Project Description**
- Annex 3. Estimated Base Costs for Project**
- Annex 4. Analysis of Program Benefits**
- Annex 5. Financial Summary**
- Annex 6. Procurement and Disbursement Arrangements**
- Annex 7. Project Processing Schedule**
- Annex 8. Documents In the File and Reference Documents**
- Annex 9. Overview of the Nile Basin Initiative**
- Annex 10. Integrated Safeguards Data Sheet**

**Nile Basin Initiative
Shared Vision Program
Confidence Building and Stakeholder Involvement Project**

PROJECT APPRAISAL DOCUMENT

| | | |
|---------------------------------|---|---|
| Date: | December 10, 2003 | Project ID: PO 75948 Sector (s): Watershed Management and Poverty Reduction Themes: Participation, civic engagement and confidence building, communication and public information, policies and institutions |
| Vice Presidents: | Callisto Madavo (AFR) Christiaan Poortman (MNA) | |
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| Team Leader: | Paula Donnelly-Roark AFTS2 | |

| | | | | |
|---|---------------------------------|---|------------------------------------|--------------------------------|
| Project Financing Data | | | | |
| <input type="checkbox"/> Loan | <input type="checkbox"/> Credit | <input checked="" type="checkbox"/> Grant | <input type="checkbox"/> Guarantee | <input type="checkbox"/> Other |
| Amount: \$4.55 million: Initial Project; (\$14.76 million: Full Project) | | | | |

Financing Plan for Initial Project (US\$m)

| <i>Source</i> | Local | Foreign | Total |
|-----------------------|--------------|----------------|-----------------|
| Nile Basin Trust Fund | | \$4,553 | \$ 4.553 |
| Borrower/Recipient | \$0.192 | | \$ 0.192 |
| Total | | | \$ 4.745 |

| |
|--|
| Borrower Recipient: Nile Basin Initiative |
| Responsible Agency: Nile Basin Initiative Secretariat |
| Executive Director: Mr. Meraji Msuya |
| Address: P.O. Box 192, Entebbe, Uganda |
| Telephone: (256-41) 321329 or 321424 |

Estimated Disbursements (Bank FY/US\$'000) (Initial and Full CBSI Project)

| FY | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total |
|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Initial: Ann | 680,000 | 1,440,000 | 1,600,000 | 830,000 | | | |
| Initial: Cum | 680,000 | 2,120,000 | 3,720,000 | 4,550,000 | | | \$ 4,550,000 |
| Full: Annual | 2,014,000 | 2,244,000 | 2,552,000 | 2,580,000 | 2,640,000 | 2,728,000 | |
| Full: Cumul. | 2,014,000 | 4,259,000 | 6,811,000 | 9,390,000 | 12,031,000 | 14,759,000 | \$14,759,000 |

Project Implementation Period: Full Project: 6 years; Initial Project: 3 years

Expected Effectiveness Date: 06/15/04

Expected Closing Date: Full Project: 12/31/2010; (Initial Project: 12/31/2007)

A. PROGRAM PURPOSE AND DEVELOPMENT OBJECTIVES

1. Program and Project Purpose

Nile Basin Initiative. In an historic effort the ten countries of the Nile have come together within the Nile Basin Initiative (NBI) to realize a shared vision “to achieve sustainable socio-economic development through the equitable utilization of, and benefit from, the common Nile Basin water resources”¹. The Nile Basin Initiative (NBI) is a partnership initiated and led by the riparian states of the Nile River² through the Council of Ministers of Water Affairs of the Nile Basin States (Nile Council of Ministers, or Nile-COM). The NBI seeks to develop the river in a cooperative manner, share substantial socioeconomic benefits, and promote peace and security. Recognizing the tremendous benefits that can be reaped from cooperation, yet fully aware of the challenges ahead, the Nile countries are preparing an extensive effort to translate their shared vision into concrete activities and projects that will build confidence and capacity across the basin. These include (the *Shared Vision Program*) as well as concrete investments and action on the ground at local levels (*Subsidiary Action Programs*). (See Annex 9 for NBI overview)

Shared Vision Program. The SVP is the first phase of the Nile Basin Initiative’s Strategic Action Program. The SVP is a multi-country, multi-sectoral, grant-funded program of collaborative action, exchange of experience, and trust and capacity building intended to build a strong foundation for regional cooperation. Consisting of seven thematic projects and one project to facilitate program coordination, these SVP initiatives build upon each other to form a coordinated program. They address the major water related sectors and cross-cutting themes deemed critical by the Nile riparians to ensure an integrated and comprehensive approach to water resources development and management. SVP initiatives also ensures this development will serve as a catalyst for broader socio-economic development and regional cooperation.

The SVP project portfolio was identified and prepared through a participatory process involving a range of stakeholders from the Nile riparian states, and includes seven thematic projects and an eighth coordination project. Initial project documents were presented at a meeting of donors in Geneva (June 2001), and were later developed and refined during implementation planning and appraisal through extensive consultation with Nile riparians, the Bank, and donors.³

Together, the projects of the Shared Vision Program seek to forge a common vision for---as well as the capacity to achieve---the sustainable development of the River Nile for the benefit of all. They pave the way for the realization of investments on the ground through the Subsidiary Action Programs.

¹ Nile Council of Ministers, *Policy Guidelines for the Nile River Basin Strategic Action Program*, Feb. 1999.

² The NBI currently includes nine riparian countries : Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Sudan, Tanzania, and Uganda. Eritrea has participated in the Nile Basin Initiative as an observer since August 2000 and has stated its intention to soon participate fully.

³ Nile Basin Initiative: Shared Vision Program, Project Appraisal Document, The World Bank, Report No. 26222. Although the Shared Vision Program is a grant funded, technical assistance (TA) program, it is using the World Bank’s project cycle process for lending operations, adapted to the unique nature of the NBI, to ensure high standards of quality and fiduciary management.

Confidence Building & Stakeholder Involvement Project. Presented here is one of the seven thematic projects within the Shared Vision Program (SVP).⁴ The Confidence Building or CBSI Project, cutting across all SVP projects, is expected to increase public awareness and stakeholder involvement in the Nile basin, expand understanding and confidence, and foster basin-wide ownership of the Nile Basin Initiative and its programs. The Confidence Building and Stakeholder Involvement Project (CBSI) is designed to not only enhance the positive impact of the Shared Vision Program (SVP) and the Subsidiary Action Program (SAP), but to increase basin wide trust and confidence in regional cooperation. By so doing it should contribute to the success of the Nile Basin Initiative itself.

Project Appraisal Document. The purpose of this project appraisal document (PAD) is to provide a comprehensive description of the Confidence Building or CBSI Project, and give detailed information concerning implementation arrangements, financial management, procurement, and monitoring and evaluation. This PAD documentation is considered, however, to be a subsidiary to the SVP ‘Master PAD’ (January, 2003) which provides a comprehensive overview of the entire Shared Vision Program and its implementation and financial arrangements.

2. Project Development Objective

The objectives of the Confidence Building and Stakeholder Involvement project (CBSI) mirror the partnership priorities and goals of the SVP and the NBI. These CBSI objectives are as follows.

- To develop full confidence in regional cooperation under the Nile Basin Initiative (NBI).
- To ensure full stakeholder involvement from the basin countries in the NBI and its projects.

3. Key Performance Indicators

Generally, measured results of participatory programs that attempt to expand trust and create greater societal stability are relatively rare. Part of this is because efforts to increase citizen information, expand stakeholder involvement, and increase confidence and trust are, by their very nature, nebulous to define and hard to measure. CBSI intends, however, to be an exception. It has attempted to identify clear-cut actions that will contribute to more effective basin communication, stakeholder involvement, and confidence building. To achieve these objectives it will also place a strong and continuing focus on measurement. CBSI therefore starts with base-line measurements on stakeholder/civil society attitudes and perspectives concerning regional cooperation and water resources in the basin. Measurement benchmarks and targets will be established by the CBSI Project. The achievements of the CBSI Project will be measured by the following outcome indicators.

⁴ The SVP project portfolio includes: 1) Nile Trans-boundary Environmental Action; 2) Nile Basin Regional Power Trade; 3) Efficient Water Use for Agricultural Production; 4) Water Resources Planning and Management; 5) Confidence Building and Stakeholder Involvement; 6) Applied Training; 7) Socio-Economic Development and Benefit Sharing; and 8) SVP Coordination Project.

- Increased awareness and understanding about NBI, based on provision of accurate and understandable information about NBI and its programs to diverse basin stakeholder groups.
- Strengthened stakeholder participation in NBI initiatives resulting in greater capacity for stakeholder groups to support, as well as influence policy and programs.
- Expanded confidence, across the Basin, that cooperation is a rational and workable agenda.

Given the experimental nature of this initiative and its importance to the overall successful achievement of NBI goals, traditional project measurement is not sufficient to answer all questions. Measurement activities will also act as an iterative learning tool for CBSI and other SVP projects. Therefore, a broad-lens *analytical review* of the project across the Basin in terms of concept, actions, and results will be commissioned as part of the midterm review process. It should also be noted that for evaluation of the CBSI project itself, that not all activities identified here and in the ‘detailed project description’ (Annex two) and will be completed by every country or sub-region. The activities themselves should be regarded as a menu of appropriate actions and activities from which CBSI will select priority initiatives appropriate for the diverse areas. It is expected that the initial baseline research to ascertain key attitudes towards NBI on the part of basin stakeholders will identify the most important activities to be undertaken by different countries and sub-regions.

B. STRATEGIC CONTEXT

1. Regional & Country Assistance Strategy goals supported by the project

Regional cooperation in Africa One of the CBSI Project’s prime development goals is to build trust for regional cooperation. Trust is recognized as one of the critical factors necessary to create an enabling investment environment for the equitable use of benefits from common Nile Basin water resources. This focus should also contribute to other ongoing regional cooperation initiatives outside of the NBI program itself. This expansion beyond the NBI program is important as realizing gains for all parties from cooperation and regional integration has become an important aspect of the development strategy for the Africa Region of the World Bank. A regional integration and cooperation unit has been established in the chief economist’s office. The World Bank has entered into close partnerships with the New Partnership for Africa’s Development (NEPAD) and other regional organizations, including the Eastern African Cooperation (EAC), the Southern African Development Community (SADC), and the Common Market for Eastern and Southern Africa (COMESA). The SVP has also recently played an important role in this increasing trend of cross-sector and multi-country initiatives, and the CBSI Confidence Building Project should contribute further.

Support to PRSP and CAS goals. The Confidence Building and Stakeholder Inclusion Project uses a substantive *participation approach* that is the same as those used by some of the more successful country PRSPs, as well as participatory Bank CAS agendas. As the governing contract between the Bank and a client country, the PRSP now requires that : (i) poverty reduction is central rather than a sub-category ; (ii) government and country ownership is understood to be intrinsic ; and (iii) internalized participatory inputs for diagnostics, implementation, and monitoring is recognized as essential for long-term success. This Bank structural change is intended to create homegrown country ownership, and assist African countries achieve a 50% reduction of poverty by 2015. It is now recognized that for success, a government’s PRSP goals demands a participatory approach that is more substantive and can expand

civil society involvement. The CBSI participatory approach described in this document, and effective PRSP macro participation approaches described elsewhere, are complementary and can build upon each other for greater success.⁵

Support to Community Driven Development (CDD). The CBSI prime focus is on basin stakeholders with an emphasis on their own local, national, and regional institutions. As such it strongly supports CDD programming which is an Africa Region Strategy. CDD, focusing on development from the inside-out at the community level that can be controlled by local stakeholders and local level institutions, should provide a base for multiple and effective interactions.

Benefits of Cooperation From a historical perspective, the peoples of the Nile basin have co-existed in both peace and conflict over thousands of years. Longstanding and deeply felt attitudes have developed and been passed on from one generation to the next. Some of these attitudes are positive and some are negative---there exists trust and distrust, confidence and cynicism in the ability of countries to work together for mutual benefit. It is therefore necessary to specifically and deliberately emphasize positive mutual perceptions among the peoples of the basin and to replace old myths and prejudices with growing knowledge, understanding, and trust. For these reasons NBI has chosen to work within a framework emphasizing support for common futures, emphasizing the rationality of cooperation. In other words, NBI has chosen to move the idea of cooperation from a *notion* to a *norm*.

CBSI supports this framework through implementation of its three project elements---public information, stakeholder involvement, and confidence building. As noted earlier, the Nile River Basin holds significant opportunities for ‘win-win’ development that can enhance food production, energy availability, transportation, industrial development, environmental conservation, and other related development activities in the region. This means that stakeholder involvement of well-informed citizens confident in the rationality of cooperative effort and willing to work together in order to attain win-win solutions are of critical importance to NBI. Working within this objective in mind, CBSI should also be able to increase learning about how to achieve these benefits of cooperation in other programs across the Continent. Public information starts this process. Stakeholder involvement and confidence building consolidate it for the long-term.

2. Main Sector Issues

Overarching issues in the Nile Basin are poverty, political instability and conflict, rapid population growth, environmental degradation, and weak relations between many of the states. These issues are related to the Nile in myriad, complex ways. Water scarcity has meant that use and control of the Nile has been a strategic objective across much of the basin for centuries. The Nile River system played a key role in the evolution of societies, cultures, political systems, and international order that exist today. Because of its complex history, there is only limited cooperation in the development and management of the Nile, with unilateral action causing dispute and even threatening regional security. However, all riparian states rely to a greater or lesser extent on the waters of the Nile for their basic needs and economic growth.

Six of the seven thematic SVP projects are designed as responses to the main water related *technical*, *economic*, and formal *organizational* sector issues hindering fulfillment of basin country basic needs and economic growth. These technical, economic, and organizational issues include: (i) stressed water resources throughout the basin; (ii) fragmented rather than integrated approaches to water management at the national level; (iii) regional differences in capacity; (iv) inadequate access to safe drinking water and sanitation facilities; (v) re-enforcing poverty and environmental degradation; (vi) limiting and limited

⁵ See *Mainstreaming Participation in the PRSP*, by Paula Donnelly-Roark, 2002 Africa Regional ESW Report.

access to electricity; (vii) water use in the basin goes largely to agriculture, but food insecurity remains endemic; and (viii) water related information and exchange do not function effectively.

Taken together, these issues cover a number of sectors and interests. But behind each one of these lie a common factor--- the *intangible* of trust and confidence---now recognized as key to successful political, technical, and organizational solutions. And recently, a process of combining these less recognized social elements with the better known technical issues is beginning to taking place in all sectors. Three of these combinations that bring together the intangible social, cultural, and institutional issues with the technical and economic are summarized in the following paragraphs. Together they create a base for CBSI Project strategic choices. The three issues that combine the tangible with the intangible are as follows.

Poverty Reduction and Equitable Development. Poverty is endemic across Africa, and in the Nile Basin as well. In 2000, seven of the 10 Nile Basin countries had a per capita GDP of less than US\$300 and four of them less than US\$200. To change this situation for the better---both in the Nile Basin and across Africa---it is now recognized that a technical focus on economic growth is no longer the sole factor that matters. Instead, civil society participation, cultural coherence, and social factors are all seen to play a role in defining policies and programs that reduce poverty and create more equitable development. These perspectives are now found in PRSPs and CASs that have effectively integrated participation formats. But the comprehensive *pro-poor* growth policies that result from this more integrated perspective---what they are and how they work---are still in their infancy.

Equitable Development and the Involvement of Civil Society. There are recent insights into what makes these pro-poor growth policies effective. Public actions that reduce poverty and enhance equitable growth become more effective when civil society can play an advisory role on the design of public development policies. Resulting public actions become even more effective when civil society plays a collaborative role with government in participatory monitoring and evaluation (PME). In sum, effective results are dependent upon definition of a *culturally congruent* and *technically feasible* policy frameworks that can be best developed through collaborative government agency/civil society efforts. Equitable development is not achievable solely through implementation of technically proficient economic policies but demands a collegial interface between government and civil society.

Public Awareness, Participation, and Social Enforcement New agreements, laws, regulations, and development priorities, won't have the hoped for impact *until civil society decides that a particular new compact embodies their own societal perspectives and values, and therefore decides to support and enforce it.* There is, for example, often a lack of public awareness concerning land-water interaction, or how natural resource conservation can be at least partially ensured at the local level by local groups. To recognize and systemize these kinds of changes, civil society requires the use of an effective participation approach that supports iterative learning, problem-solving, and regional confidence building. When this does happen and a decision is made to support a new compact, civil society places their considerable power behind these new compacts. It is this legitimacy and resulting 'social enforcement' that the Nile Basin Initiative requires if it is to begin to solve the outstanding technical issues outlined above.

3. Sector issues addressed by the program and strategic choices

NBI policy guidelines defined by the Nile-COM ministers list five primary objectives.⁶ These NBI objectives underpin the design of the Shared Vision Program, and as the SVP Master PAD indicates, they necessitate substantial attention paid to the real but intangible realities of trust, participation, and confidence building. For this reason the Nile-COM ministers identified Confidence Building and Stakeholder Involvement (CBSI) as one of its seven SVP projects. During a recent pre-appraisal mission for CBSI, briefings and participatory meetings organized in seven of the ten Basin countries by Nile-TAC members defined a shared operational consensus on how best to achieve objectives. This same operational consensus also defines the basic strategic choices for the Project. Successful implementation should contribute to further progress on the key sector issues discussed in the previous section.

Three project elements. In each country there is agreement that three proposed elements---*public information, stakeholder involvement, and confidence building*---can effectively translate project objectives into successful actions. These three project elements also provide the social and political base from which technically effective pro-poor growth policies can emerge. *Public Information* is characterized as getting the message out to increase public awareness and understanding. *Stakeholder Involvement* is characterized as primarily strengthening partnerships within the country across a whole range of different groups. *Confidence Building* is characterized as building trust across national borders within the sub-region and region so that partnerships can be created, prosper, and endure. Preliminary discussions identified that the Project's three operational elements, to be effective, must be flexible and highly inter-dependent. This means that they require multiple and ongoing participatory activities for success, rather than sequenced step by step linear actions.

From a strategic perspective, recognition and support to *synergy* among project elements can make a large contribution to project success. Clear and relevant information materials that speak directly to different groups will support stakeholder involvement and confidence building activities. Stakeholder activities that occur at the national level will be useful in identifying the groups and themes for confidence building across borders. These stakeholder involvement and confidence building activities in turn provide the content or "news" for the public information campaign that will raise awareness and broaden the impact of individual programs and investments.

Three stakeholder groups. A second operational similarity agreed upon across Nile basin countries is their definition of *key stakeholders*. They are: *decision-makers, opinion leaders, and local riparian users*. These key stakeholders also provide a base for extensive civil society involvement. In the case of the first two categories, there are strong similarities across countries as to who these key stakeholders are, and how they operate. There is strong agreement across countries, for example, that a focus on *decision-makers* will necessitate action to expand a Nile Basin focus to leaders in other ministries that have not yet been effectively included. There is also strong agreement across countries that for *opinion leaders* it is important to get the salient, correct, and easily comprehensible information out, particularly to media, university, and political leaders. If this is not accomplished, there is the strong risk that Nile Basin initiatives could become unnecessarily politicized. The definition of *local riparian users* as the third category of key stakeholders is also similar across countries, but there are key differences as to who these

⁶ The are: (i) to develop the Nile Basin water resources in a sustainable and equitable way to ensure prosperity, security, and peace for all its peoples; (ii) to ensure efficient water management and the optimal use of the resources; (iii) to ensure cooperation and joint action between the riparian countries, seeking win-win gains; (iv) to target poverty eradication and promote economic integration; (v) to ensure that the program results in a move from planning to action. See Council of Ministers of Water Affairs of the Nile Basin States, *Policy Guidelines for the Nile River Basin Strategic Action Program*, February 1999.

water-users actually are. They range from the classic emphasis on small farmers living close to the rivers and its tributaries, to the urban dweller and their water quality concerns. All are seen as key local water users.

From a strategic perspective, NBI clearly recognizes that regional development plans and actions need to reflect the concerns of society and endorse the positive aspects of each society's values and culture. Therefore, CBSI will support SVP and SAP programs to identify and effectively use the key social factors that contribute to the existing 'politics of poverty', and how to most effectively approach its eradication in project design and implementation. Social organization, power differentials, cultural perspectives, marginal groups, and access to resources all need consideration. Analysis of these social factors, in a participatory manner that involves representatives of all key stakeholder categories, is a key starting point. When undertaken by both SVP enabling programs and SAP investment programs it will, from the beginning, enhance chances for poverty reduction impact. Dissemination of findings through public information avenues will further this impact.

Participatory format and its benefits The necessity for stakeholder participation to be at the base of this operational framework, and the benefits that can be accrued, was seen as a critical part of the operational consensus. When governments utilize effective stakeholder participation common purpose expands, and the credibility---as well as legitimacy of government policy and programs---is enhanced. For civil society groups and stakeholders, effective participation increases the transparency and accountability of government policies and programs, and allows them to *influence* these same programs/policies. So, the CBSI participation objective goes well beyond its traditional role providing services for *beneficiaries* at the local community level. Instead, it establishes a *partnership* among civil society, national government, and the NBI to achieve a defined and agreed to vision. This is obviously a different set of circumstances that requires a different type of participation effort.

From this strategic perspective, a more substantive and iterative type of participation effort is required. In these circumstances the **four-point approach**---*dialogue; collective analysis; action; and monitoring for feedback and learning*---offers the necessary approach. It has the potential to create the local/national partnerships that can effectively identify solutions to outstanding problems, and create the legitimacy for their acceptance and subsequent social enforcement by civil society. To accomplish this, the four-point approach enhances mutual analysis, learning, and understanding. Together these results, if well disseminated through public information channels, can contribute to the required expansion of solidarity and consensus.

The four-point approach provides two further factors that are of importance to the Confidence Building Project in particular, and to NBI in general. The first is that the four-point approach provides a base, because of its iterative learning nature, which allows conferences and workshops to have an impact beyond the boundaries of any one particular initiative. This type of participatory approach also guarantees a sustained focus on participatory M&E as a built-in component.

C. PROGRAM DESCRIPTION SUMMARY

The objective of the Confidence Building and Stakeholder Involvement Project (CBSI) is to develop confidence in regional cooperation under the Nile Basin Initiative (NBI); and to ensure full stakeholder participation in the NBI and its projects. In order to achieve these objectives, the Project consists of four components. The four action components are:

- Regional/Sub-Regional/National Implementation and Facilitation
- Public Information
- Stakeholder Involvement
- Confidence Building

The CBSI Project will enhance and expand basin wide stakeholder involvement and confidence in NBI initiatives by supporting the four project components listed above. This *Initial* CBSI Project is funded for US\$5 million over a period of three years, while the *Full* CBSI Project is, defined as a US\$15 million project over a period of six years. Current funding for the CBSI project is US\$5 million pledged to the multi-donor Nile Basin Trust Fund.⁷ Further fund raising to reach a total of US\$15 million is expected to be raised during the first year of CBSI project implementation so that the entire six year two-phase Full project can be implemented. Care has been taken to design a viable Initial Project that can operate for three years with the US\$5million in case the larger funding contributions do not materialize. This document describes both the Initial and Full CBSI Project. Full financial information and analysis, including cost-tabs, is also included for both the Initial and Full Project.

The smaller project will cover the costs of CBSI's PMU for regional activities for three years; costs for decentralized PMU staff to the sub-regional Subsidiary Action Programs (SAPs) for three years; and the opening, in seven of the countries with curtailed staffing, of national CBSI offices housed in the national NBI offices. Consultants will initiate activities in the remaining countries (Burundi and the Democratic Republic of Congo.) However, if funding is received as anticipated, it is expected that CBSI will move to Full Project status by the end of the first year of operation.

The Confidence Building and Stakeholder Involvement Project was originally conceived as a four year, US\$7 million project primarily focused on communications. These design plans changed as a result of pre-appraisal mission findings which indicated strong support for a six year project costing, in total, US\$15 million. As a result of this expansion, each of the project's program elements---public information, stakeholder involvement, and confidence building---will now be given similar and substantive support in both the Initial and Full projects. Staffing in the national offices has been increased so that all project elements can have consistent programmatic emphasis and action. PMU staffing has also been increased so that CBSI staff can assist the two SAP sub-regional offices

This design expansion was undertaken as a result of pre-appraisal mission findings in seven of the Nile Basin countries. During these consultations there was a substantial agreement at all levels that to achieve project objectives and translate the existing project document into effective actions, a longer and more intensive project was needed than originally anticipated. During this same pre-appraisal time-frame, the Subsidiary Action Programs (SAPs) responsible for design and implementation NBI investment at the two sub-regional levels requested that the CBSI project include support to their programs also.

The main difference between the initial and full projects is the four vs. six year timing, with its consequent variations in resources and time available for activities in the three program areas. These differences will obviously make a difference in terms of impact and sustainability. So, while the Initial Project, similar to the Full Project, will include staffing and activities at regional, sub-regional, and national levels, it will necessarily proceed in a curtailed fashion. If only the Initial Project is funded, for example, national offices will have only one professional staff member rather than two.

The CBSI Project uses a phased approach ---but with a twist. Phasing accommodates the time needed for further fund-raising, but it also accommodates CBSI implementation needs as well. Project initiatives

⁷ Canada and Norway have expressed particular interest in the CBSI project

that attempt to have pragmatic and measurable impact on the important but intangible attitudes of trust, confidence and understanding at this scaled-up level are in short supply, if not non-existent. Therefore the first CBSI phase will experiment with a number of activities, culminating in a thorough review and evaluation. The second phase, building on this review and evaluation, will begin the institutionalization process of those programs judged to be most successful and sustainable.

A smooth transition from the Initial Project to Full Project will require a decision by the end of the first implementation whether to make the transition from one to the other. This is because key procurement decisions must be made by the end of the first year and more money committed and spent if the Full Project is going to be implemented effectively and not delayed. Component costs for both the initial and full project including contingencies is indicated in Table 1.

Table 1 : Component Project Costs (in US Dollars)

| Project Components* | Initial 3 year Project | | Full 6 year Project | |
|-------------------------------------|-------------------------------|---------------------------|------------------------------|---------------------------|
| | Without Contingencies | With Contingencies | Without Contingencies | With Contingencies |
| 1.Implementation/ Facilitation** | \$2,281,580 | \$2443,400 | \$7,702,605 | \$8,509,500 |
| 2. Public Information | \$519,450 | \$570,400 | \$1,414,000 | \$1,617,600 |
| 3. Stakeholder Involvement | \$407,950 | \$448,300 | \$1,188,500 | \$1,360,800 |
| 4. Confidence Building*** | \$682,950 | \$1,090,400 | \$1,913,500 | \$3,270,800 |
| 5. Government Contribution**** | \$191,800 | \$191,800 | \$441,000 | \$455,300 |
| Total Costs | \$4,203,280 | \$4,744,400 | \$13,196,093 | \$15,214,100 |

*Note that Component One includes one time start-up costs for all CBSI offices, equipment, vehicles, and most staffing.

**As project staff will be hired by UNOPS contracts, staffing costs are based on UN salary scales and include housing allowance, health insurance, education and other benefits. Since these comprehensive costs were budgeted high, once final selection of staff is made, any savings to the project will be redirected to project activities.

*** This Confidence Building budget line includes PSA fees

**** Government contributions shown here are project specific. Total contributions to SVP total more than \$4 million

CBSI programs focus on three elements---public information within and across basin countries, stakeholder involvement at the country level, and confidence building across neighbouring countries; and will be initiated at all three levels---regional, sub-regional, and national. A “confidence building fund”, designed to respond quickly to sub-regional and country level proposals for confidence building activities, will be available from the CBSI PMU located in Entebbe, Uganda. Also, each national office will have allocated to it a program fund that will allow it to plan and undertake national initiatives.

In terms of these CBSI programming expenditures, a majority can be classified under the general category of ‘workshops’. In order to design an effective control and approval system that has sufficient flexibility for project initiatives, a two-pronged system has been designed. All expenditures will be approved by the CBSI project director at the PMU in one of two ways. The first will be a regional *annual planning document* that will list, as submitted by sub-regional and national CBSI staff, all proposed and approved workshop initiatives for the year with costs and oversight clearly designated. The second will be the *regional confidence building fund* mentioned above that can fund national and sub-regional initiatives as opportunities arise. To access confidence building fund competition, a national or sub-

regional CBSI office will submit a proposal to the PMU draw down fund for competitive selection and approval. With these two tools, effective flexibility can be gained, while effective control can be maintained.⁸

1. Project Components.⁹

Component#1: Regional/Sub-Regional/Nat'l Implementation & Facilitation (Initial Project \$2.44 million; Full Project \$8.50 million) The three identified project components---public information, stakeholder involvement, and confidence building---are highly inter-dependent and will be implemented simultaneously by a single management structure. The implementation and facilitation structure consists of a regional unit based at the Nile Secretariat in Entebbe, Uganda, two sub-regional offices housed with the SAP teams in Ethiopia and Uganda, and CBSI national implementation offices based in the ten Nile basin countries. Expectations for the CBSI Project structure are that it will identify and scale-up basin wide mechanisms that will endure beyond the life of the Project itself. For this reason, emphasis is placed on creating a *balance* between regional, sub-regional, and national activities so that effective sustainability arrangements can emerge for the long-term. The PMU project manager and the country national implementation coordinators, one in each country, will be responsible for regional/national management along with their primary implementation and facilitation tasks and activities.

It is worth noting, for budget clarity, two particular points. The first sub-component, 'Regional, Sub-Regional, and National Project Set-up', has the highest component costs. This is because it includes all set-up costs necessary to establish effective project implementation at all three levels---the regional PMU, sub-regional CBSI offices, and national offices. Project set-up costs includes: costs for staffing at each of the three levels, equipment, and vehicles, installation of computer system, establishment of data-base software, ongoing office maintenance costs. It also includes the cost of establishing and maintaining a Project Management Committee and carrying out monitoring and evaluation. These resources are then used to undertake the actions outlined in the following components.

A second point for budget clarity is number of national offices to be funded. In the first three year phase of the Project, seven national CBSI offices will be created and housed within the national NBI office located in the national water ministry of each country. In two countries, Democratic Republic of Congo and Burundi, consultants will be hired as an interim initiative before project offices are established. Similar consultant funding is also available to Eritrea as member arrangements are completed. The second phase of the project will fund all ten countries as national offices.

Component #2: Public Information. (Initial Project \$0.57 million; Full Project \$1.62 million)

Communication cuts across all aspects of the NBI program and is critical to building public confidence and ensuring stakeholder involvement. As a relatively new initiative, the NBI is not well known outside of the ministries for water in each country. Reports also suggest that some politicians, as well as some civil society groups, remain skeptical of regional cooperation and are not well informed about NBI. In certain cases, perceptions may be difficult to change until there is evidence of benefits from projects on the ground. The first step in the process of change however, is information and awareness. Nile Basin water officials recognize that communication can create an enabling environment that will allow the NBI to proceed smoothly.

⁸ It should be noted that the Confidence Building Fund is designed for internal CBSI use, and will not be open to outside proposals. There will, of course, be strong collaboration between CBSI and local organizations in design and implementation

⁹ See Annex two for a detailed description and Annex three for a detailed cost breakdown

The primary objective of regional PMU public information programs is to provide accurate, understandable information that people can trust across the Nile basin. The two public information specialists employed by the CBSI project at the PMU will collaboratively support the Nile-Sec in its communication initiatives (and later the Nile-Sec Public Relations Officer), but their work will focus more closely on CBSI program work. In addition to regional activities, they will each take responsibility for providing support to one of the two Nile Basin sub-regional SAP offices. Support is important at this level as much of the investment planning will be taking place here. Therefore the SAP is an important linkage between the PMU and the national offices. At the national offices there will be one person skilled in public information. Emphasis will be placed on provision of timely and well understood information to key stakeholders. Each of the primary stakeholder groups will obviously demand different types of public information formats and venues based on their particular concerns and perspectives.

In sum, basic access to, and confidence in, comprehensive public information should accomplish three objectives: 1) encourage basin-wide political engagement for cooperation; 2) promote a healthy discourse on regional development and poverty reduction; and 3) raise public awareness and understanding of the NBI process. Actions and outputs can include the following:

- Sub-regional and national NBI communications strategy using base-line research
- Newspaper, radio, and TV media activities to increase understanding of NBI
- Targeted formats for decision-makers, opinion-makers, and local riparians
- Nile focused theater and story formats appropriate for stage, TV, and radio
- NBI information kits in the five languages of the region
- NBI/CBSI websites
- Public information support to stakeholder and confidence building activities

Component #3: Stakeholder Involvement. (Initial Project \$0.45 million; Full Project \$1.36 million) Stakeholder participation at the country level has been adopted as a priority within NBI. This decision to use a participatory format, expected to expand *cooperation* and *partnership* across the basin, sets the stage for the development of substantive participation processes and structures that benefit both governments and civil society. As noted earlier, when governments utilize effective stakeholder participation the credibility as well as legitimacy of government programs is enhanced. For civil society groups and stakeholders, effective participation increases the transparency and accountability of government policies and programs, and allows them to *influence* these same programs/policies.

Different participation initiatives, however, produce different outcomes. Participation that effectively expands cooperation and begins to build real partnerships requires a four-point approach---*dialogue, collective analysis, action, and monitoring for feedback*. This approach is designed to scale-up existing participation efforts and go beyond simple consultation. By using this more substantive approach with key stakeholders, collaborative social learning is enhanced, and collective agreement on key social, technical, and political issues is made easier. The larger SVP program, recognizing the importance of substantive participation, has adopted this CBSI approach to better promote effective stakeholder involvement throughout its programs, and promotes establishment of country-based formal participation mechanisms as well. At SVP request, CBSI will provide advice and technical support to SVP and SAP projects, as needed, on how to implement high quality participation and stakeholder inclusion programs in their programs. It will also liaise with civil society groups such as the Nile Discourse.

To effectively undertake this work, staffing positions for the stakeholder involvement/confidence building specialist are allocated to the regional PMU, the NBI sub-regional offices, and national country offices.¹⁰ There will be one stakeholder/confidence building specialist at the PMU office; two specialists seconded from the PMU to the sub-regional Subsidiary Action Programs, one for the Nile Equatorial Lakes Subsidiary Action Program (NELSAP) in Uganda, and one for the Eastern Nile Subsidiary Action Program in Ethiopia; and one specialist at each of the national CBSI offices. Actions, contributions, and outputs will include the following.

Expand involvement of related ministries in NBI work as sector stakeholders

- Contribute to strengthening of ministry stakeholder participation practice
- Support national establishment of formal participation mechanisms
- Assist three stakeholder groups---decision-makers, opinion leaders, and local riparians--- to identify and clarify their NBI constituency concerns
- Assist the NBI, through appropriate participatory interaction and social analysis, to understand concerns and possible impact of constituency issues
- Support establishment and expansion of stakeholder networks within the country for poverty reduction and equitable development
- Establish and expand linkages between national and regional civil society groups such as Nile Discourse and the NBI, SVP, and SAP.

Component #4: Confidence Building (Initial Project \$1.1 million; Full Project \$3.3 million)

Confidence building has two strategic objectives. To effectively support the planning and implementation of what may otherwise seem to be a nebulous and undefined process between people and among societies, CBSI will undertake these two strategically targeted tasks with a specific methodology.

1. Confidence between the parties - Building confidence between the different riparian countries in each other as neighbors and partners at all levels,
2. Confidence in the task - Building confidence in each of the parties that they can actually achieve the development objectives of the NBI.

‘Building confidence between the parties’ requires recognizing the link between *individual experiences and relationships* and the building of *new societal agreements*. For the most part, exchanges that build personal relationships across diverse groups or emphasize personal experience of a new and different situation are regarded as good support to negotiation around difficult issues, but not as critically essential. Part of this is because the gap between the issues involved (such as poverty), and the impact that individuals can bring to bear seems to be relatively large. However, when these individual experiences are seen as the starting point for more collective consideration of societal compacts and agreements, we begin to understand how confidence building actually works. Linking individual experiences and building of relations among people with the building of new societal agreements allow cooperation to thrive and common futures be viewed as a realistic possibility.

For example, in 2002 there was a very successful exchange organized by NBI of journalists between the two countries of Ethiopia and Egypt. More positive relations and an expansion of trust were experienced by the individual journalists as attested by subsequent articles in the newspaper. For effective and long-term confidence building to be achieved beyond the scope of those particular individuals, however, other activities need to occur. That particular constituency of *opinion-makers* would benefit from further

¹⁰ ‘Subsidiary Action Programs’ (SAPs) bring together groups of sub-regional countries to cooperatively identify and implement investment projects that confer mutual benefits. The objective of these programs is to translate the Shared Vision into action through multi-country investment projects within the basin

workshops and forums to clarify how they might more systematically facilitate exchange of news and information between their countries. They could then organize more widespread workshops and forums with *decision-makers* and *local riparian users* to discuss how to facilitate greater exchange of information at all levels. In time, what was once a simply a positive individual experience becomes a social compact that society depends upon and enforces. Activities and outputs that will contribute to regional confidence building include the following.

- Sub-regional exchanges among a variety of groups: parliamentarians, journalists, university professors, local leaders, including women leaders, school children, and university students among others;
- Sub-regional festivals featuring specific areas such as music, the arts, sports;
- Sub-regional forums and networks to discuss issues of poverty eradication and equitable development among neighboring countries
- Use of public information channels to disseminate and further discuss newly proposed social compacts and agreements
- Implementation of confidence building activities for particular groups of sub-regional stakeholders included in, and affected by, newly proposed SAP investments
- In collaboration with other SVP projects, support a bi-annual Nile Conference
- Identify and highlight achievements within Nile basin countries and widely disseminate

Setting-up and running a regional draw-down mechanism for funding of confidence building initiatives is a critical facet of success for this component.¹¹ To ensure maximum impact from the Confidence Building Fund, it is designed to respond quickly to national and sub-regional proposals that are fast-start-ups and meet established criteria. This focus quickly allows countries and sub-regions to implement their prioritized activities without undue delay, and to respond flexibly to new opportunities.

As noted in the Stakeholder Component section, staffing positions for the stakeholder involvement/confidence building specialist are allocated to the regional PMU, the sub-regional offices of NELSAP and ENSAP, and national country offices. There will be one stakeholder/confidence building specialist at the PMU office; two specialists seconded from the PMU to the sub-region, one at NELSAP, and one at and ENSAP; and one specialist at each of the national CBSI offices.

2. Key Policy and Institutional Reforms Supported by the Project

The Confidence Building and Stakeholder Involvement Project, as part of the SVP program, is a multi-country program, whereas policy and institutional reforms are national responsibilities. The program recognizes the importance of national sovereignty and the national nature of the reform process. However, to lay a solid foundation for regional cooperation and ensure full stakeholder involvement, several CBSI initiatives include activities that support a regional dialogue on good-practice elements of policy-related issues, and that will promote a common understanding of the interaction between national policies, regional needs, and cooperative development:

- **Equitable development and the involvement of society.** The Stakeholder involvement component utilizes methods that illustrate how societal involvement can promote collective

¹¹ This Confidence Building Fund will be established as a PMU based draw down fund. Generic terms of reference for all draw-down funds has been prepared by SVP and appears in the CBSI PIP. For CBSI, this mechanism, along with fixed country allocations, will facilitate fast, flexible, and effective access to funds to ensure maximum impact and allows countries and sub-regions to quickly implement their prioritized activities and to respond flexibly to new opportunities as they arise.

analysis for better policies and programs. This approach, in turn, creates policies that are culturally congruent as well as technically feasible and therefore more sustainable.

- **Access and confidence in public information.** Comprehensive and trustworthy information systems, as developed in the CBSI project, raises public awareness, encourages civil society engagement for cooperation, and promotes healthy national discourse
- **Formal stakeholder engagement.** To be effective, participatory inputs, now popular at every level of development, cannot remain ad-hoc, but will need recognition and formalization. CBSI and SVP promote this formalization structure as this is what allows civil society to *influence* policies and investment programs, thereby creating higher levels of trust and confidence.
- **Confidence in the rationality of cooperation.** Without trust in cooperation, common futures and opportunities for win-win development have little chance of success. Regional cooperation is in critical need of this as a confidence base for its activities.
- **Scaling-up confidence building.** The comprehensive nature of this project contributes to methods and practice that can transform well-meaning but fuzzy *notions* concerning cooperation and trust to well established *norms* and mechanisms.

3. Benefits and Target Populations

The broad benefits envisaged from the Nile Basin Initiative are poverty alleviation through improved, sustainable management and development of the shared Nile waters and enhanced regional stability through increased cooperation and integration among the Nile states. The Shared Vision Program lays the foundation for achieving these benefits, and provides the first basin-wide forum for collaborative action on a range of water-related areas. CBSI elaborates the “how-to’s” of collaborative action and attempts to ensure widespread inclusion as well as expanded trust and confidence.

- Across the SVP sectors, CBSI is intent on contributing to the provision of the following benefits:
 - expanded communications and public information to all groups
 - enhanced participation and involvement in policies and investment decisions
 - increased formalization of participation mechanisms for civil society involvement
 - increased basin-wide confidence in the NBI task
 - increased basin-wide confidence among neighboring countries
- Beyond the SVP sectors, in a Nile community of interest:
 - Enhanced trust, through increased political and public awareness of the benefits of Nile cooperation and the risks of non-cooperation, and increased stakeholder participation in the NBI process
 - Broad inter-country and multi-stakeholder dialogues that will incubate cooperative actions not directly related to the Nile, and enhance economic cooperation and integration.

Benefiting populations are, in particular, the key stakeholders---decision-makers, opinion-makers, and local riparians. Women will be an explicit focus of these benefits. In general however, both civil society and governments benefit.

- For civil society groups effective participation and stakeholder involvement increases the transparency and accountability of government policies and programs, and allows them to *influence* these same policies and programs.
- When governments utilize effective participation and stakeholder involvement, common purpose expands, and the credibility as well as legitimacy of government policy and programs is enhanced.

4. Institutional and Implementation Arrangements

4.1 *The Nile Basin Initiative institutional mechanisms.*

The Nile Basin Initiative. The Council of Ministers of Water Affairs of the Nile Basin States formally established the NBI in the agreed minutes of its meeting at Dar-es-Salaam on February 22, 1999, in which it set up “new transitional institutional arrangements.” These arrangements provide for an institutional mechanism comprising the Nile Council of Ministers, the NBI Technical Advisory Committee, and the NBI Secretariat, which are located in Entebbe, Uganda. The arrangements are described as transitional because they serve as the basis of cooperation between the Nile Basin countries until a permanent mechanism is established. The establishment of such a permanent mechanism is one of the objects of the Cooperative Framework process that the Nile Basin countries have been working on since 1997 and that is now well advanced.

NBI’s legal and institutional arrangements. At its meeting in Cairo on February 14, 2002,¹² the Ministers of Water Affairs of the Nile Basin Countries formally agreed to the instrument establishing the NBI as an international organization, i.e., with a constitution, common organs, and a legal personality distinct from that of its member states. This instrument (Agreed Minutes No. 7 of February 14, 2002) provides, inter-alia, that: the NBI is invested, on a transitional basis, with legal personality to perform all of the functions entrusted to it; NBI shall enjoy legal capacity and privileges and immunities in the territory of each of the Nile Basin states; NBI’s organs are the Nile Council of Ministers, NBI Technical Advisory Committee, and NBI Secretariat; the NBI Secretariat is headed by an executive director who is the principal executive officer of the NBI. Pursuant to the above-mentioned instrument, the Government of Uganda, through NBI Act 2002 granted the NBI legal status in Uganda, the site of the NBI Secretariat, and entered into a Headquarters Agreement with NBI, which was signed on November 4, 2002.

4.2. ***CBSI Project Implementation Arrangements.*** The Shared Vision Program comprises seven thematic projects, and one coordination project, under implementation in nine countries. Although each project will have its own structure, the integrated nature of the SVP requires underlying coordination mechanisms and a common approach to implementation. The institutional and implementation arrangements have therefore received much attention and are detailed in the SVP master PAD. The implementation arrangements for the CBSI project which are aligned with the generic SVP arrangements are summarized in the following paragraphs and are described in more detail in the Project Implementation document.

Project execution. The CBSI project will be executed by the NBI, through its executive arm, the NBI Secretariat. The NBI will manage overall fund flow and disbursement, as well as support information sharing, coordination, integration, and monitoring and evaluation. To facilitate effective program coordination across the SVP, a small SVP coordination project will be established at the NBI Secretariat.

¹² Nile Council of Ministers, 9th Annual Meeting, Cairo, Egypt, 14 February 2002. (Meeting Minutes, Main Text).

Generic procedures, such as for reporting, monitoring, and evaluation, will be defined at the programmatic level and refined to meet the needs of the project. UNOPS (see below) will co-locate key staff in the NBI Secretariat in Entebbe to build capacity and support program execution. A project management unit, located within the NBI Secretariat, will implement the CBSI project.

Project services agency. The Nile Council of Ministers has decided to employ a project services agency to support the NBI in project execution¹³ Support services will be related primarily to financial management and the procurement of goods and services, but also will build the capacities of the NBI, particularly the NBI Secretariat and PMU staff so that key project service functions can be transferred to the NBI. The Nile Council of Ministers has decided that the NBI will enter into a formal partnership with United Nations Office for Project Services (UNOPS) through a contractual arrangement to support SVP execution. This decision by the Council of Ministers was given a no-objection by the World Bank with the approval of the Bank's Operations Procurement Review Committee (OPRC)¹⁴

Project management at the regional level. A regional CBSI project management unit (PMU) for implementation will be established at the Nile Secretariat in Entebbe. The CBSI PMU will provide technical and managerial support to the NBI Secretariat in overseeing the implementation of the project across the nine countries. The PMU will operate at the basin level and be responsible for managing and implementing the project in all countries participating in that project. Through UNOPS, as the NBI's agent, the project management unit also will facilitate local contracting, fund management, local procurement, disbursement, program administration, and project-level monitoring.

The CBSI PMU will consist of 6 professional staff, who will be recruited regionally, as well as a junior procurement/administrative officer, a secretary, and a driver, who will be recruited nationally. Professional staff recruitment will consist of a project manager, two public information specialists, and three stakeholder/confidence building specialists. Two of the stakeholder/confidence building specialists will be decentralized to the ENTRO and NEL-CU offices. Fifty percent of each of the public information officers will also be devoted to sub-regional SAP offices, leaving in effect one full-time person allocated to the CBSI PMU. For cost-efficiency, CBSI will contract small portions of support from the finance specialist located within the SVP coordination project at Nile-Sec. IT support will also be managed on a contractual 'shopping' basis. All PMU staff will be recruited in the first calendar year of the project. Current project funding available (\$5 million U.S.) will allow the PMU to carry out activities at the regional and sub-regional level for the first three-year phase of the project.

The PMU will manage a regional Confidence Building Fund to provide financial support for confidence building activities that build trust across national borders in the sub-regions and the region. The draw-down fund is designed to respond quickly to national, sub-regional and regional proposals that are fast start-ups and meet established criteria. The PMU will manage the sub-regional staff in a matrix type of management in collaboration with the management of the SAP offices.

The CBSI PMU will report to a Project Steering Committee (PSC) which will provide oversight and guidance to project implementation. The PSC will approve terms of reference for staff, review and approve annual work programs and project evaluations, and attend annual meetings. As per the TOR's selected members will have extensive experience in *either* communications/public information or stakeholder/confidence building initiatives and programming. Steering Committee balance is important

¹³ The concept of a project services agency was adopted by the Nile Council of Ministers at its extraordinary meeting in March 2001 in Khartoum, and general terms of reference outlining the scope of services for the project services agency were endorsed by the Nile Council of Ministers at its ninth annual meeting in February 2002 in Cairo.

¹⁴The Nile-COM took the decision at its ninth annual meeting in February 2002 in Cairo and communicated the decision to the World Bank in a letter from its chairman dated March 5, 2002. The World Bank Operations Procurement Review Committee (OPRC) reviewed the decision and granted the no-objection on April 25, 2002.

and should be created by complementary selection on the part of the Nile-Tac members. Gender will also be an important aspect of an effective Steering Committee.

Project management at the national level. At the national level, the CBSI project will have a national project coordinator who will be responsible for facilitating, supervising, and coordinating, as well as contributing to the implementation of project activities at the country level. The national coordinator will provide a critical link between the project management unit sub-regional and regional activities and national-level organizations and project activities. The national project coordinator will be full-time, project-funded, competitively hired post except in two countries (Burundi, DRC) where consultants will carry out activities at the national level. In countries with full-time coordinators a full-time program staff member (specialist) will also be hired later in the Project. This mid-level specialist will complement the skills of the CBSI national coordinator. For example, if the CBSI coordinator has stakeholder/ confidence building skills and experience, the selected mid-level specialist will have public information background and experience, and vice versa. National project officers will be located in the national water ministries. National project offices will be started in the first calendar year for the Initial Project but with curtailed staffing as noted earlier.

Coordination of national activities. To facilitate in-country coordination of NBI activities, the Ministry of Water Affairs in each Nile Basin country has established a government-funded national NBI focal point institution, also referred to as a National NBI Office. The National NBI Office will support the Nile Technical Advisory Committee member in each country and act as a counterpart to the NBI Secretariat at the national operational level. To facilitate coordination among the various ministries and institutions involved in the NBI, the National NBI Office will include interagency and intersectoral committees. In each country, members of SVP steering committees and SVP national project coordinators are likely to be involved in these intersectoral committees. The CBSI national office will be located within this large national NBI office

SVP Coordination. At the operational level, the PMU will coordinate closely with the NBI Secretariat, through the SVP Coordination project, to ensure synergies are captured among SVP projects and that all projects operate within the SVP framework. The SVP Coordination project, located at the NBI Secretariat in Entebbe, is responsible for overall program coordination and the development of generic procedures to ensure quality control and fiduciary responsibility. The SVP Coordination project is also responsible for monitoring and evaluation at the program level, and for facilitating information sharing within the NBI as well as with the public. The SVP Coordination project is funded from the other SVP projects (approximately three percent), including the CBSI project, as well as through direct funding from the NBTF and direct support from donor partners.

Linkages with other SVP projects and the subsidiary action programs. The SVP has several coordination mechanisms in place. These include biannual project manager meetings at the NBI Secretariat co-hosted by the SVP Coordination project and the Benefit Sharing project, and regular NBI forums (at the regional and national levels on alternating years) in which CBSI will take part.

D. PROGRAM RATIONALE

1. Program alternatives considered and reasons for rejection

Two alternatives were considered and rejected. The first alternative was for the SVP to go forward with **no** specific project devoted to stakeholder involvement and confidence building. The idea here was that each SVP and SAP project could initiate participatory processes within the confines of their own particular project.

This first alternative was quickly rejected. It was recognized that development approaches that treat stakeholders as simple material beneficiaries of projects, assisting in design but with little interest concerning national and local development alternatives, are clearly out of date. Changing the roles of stakeholders from simple *beneficiaries* of future NBI projects, to collaborative *partners* of NBI investments was seen as a key strategic approach. Therefore, the idea of a Stakeholder Involvement and Confidence Building Project was adopted by the Nile-COM.

The initial definition of this new CBSI project also substantially evolved over time, based on riparian consultations. The first project document that attempted to design the CBSI project in 2001 focused almost exclusively on communication and public information. However, during the pre-appraisal mission for the CBSI project in early 2002, it was obvious that collective thinking on what was necessary to actually attain project objectives had evolved considerably. As a result, a very useful operational consensus emerged among the countries, and consisted of two parts. The first was the need to intensify and expand duration of the CBSI Project so that objectives could be achieved.

The second agreement that emerged was a shared strategy across the Basin featuring similar Project elements, stakeholder groups, and project formats. In terms of project elements in each country there was agreements that three proposed elements---public information, stakeholder involvement, and confidence building---could most successfully translate the Project document into successful actions. A second operational agreement was the definition of key stakeholders. They are: decision-makers, opinion leaders, and local riparian users. There was agreement that a substantive approach to participation bringing benefits to all groups was essential as a base. Finally, there was agreement, as requested by the SAP programs, that CBSI initiatives were important to initiate at the sectoral investment level also his operational agreement now forms the base of this project design.

2. Major Related Initiatives financed by the Bank or other Development Agencies

The Shared Vision Program is a unique program and among the most comprehensive programs in the Nile Basin. Similarly, the CBSI project is also unique in its approach and focus. The uniqueness of approach is demonstrated in its adoption of the three project elements with a participatory base. The uniqueness of focus is demonstrated by the bridge it creates between micro and local with macro and national/regional. Other similar major program initiatives are summarized below.

Program Initiatives

- **Poverty Reduction Strategy Papers.** PRSPs are the result of the World Bank and IMF decision to change the structure of its work with client countries. Recent incorporation of participation has begun changes in ownership and subject matter. Traditionally, the Policy Framework Paper (PFP) outlined the policy and program macro economic agreements that were agreed to between a particular country and the World Bank, and was often written by Bank staff with little country consultation. Now as the new governing contract between the Bank/IMF and a client country, the PRSP has new requirements. These include: (i) poverty reduction is now central rather than a sub-category; (ii) government and country ownership is now considered essential; and (iii) participatory inputs for diagnostics, implementation, and monitoring of economic policy and its impact are now necessary.
- **The New Partnership for Africa's Development.** NEPAD, initiated at the Organization of African Unity (OAU) summit in Lome July 10–12, 2000, is a process to build confidence in

Africa, accelerate sustainable development, and reduce poverty through multicountry programs. The African Union/OAU Summit of Heads of States sets the overall policy framework in the following key program areas: (i) capacity building on peace and security, (ii) economic and corporate governance, (iii) infrastructure, (iv) agricultural market access, (v) human development, health, education, poverty alleviation, (vi) capital flows and (vii) capacity building. NEPAD, in its short-term Action Plan for Infrastructure, has endorsed the Nile Basin Initiative as one of its priority projects, and envisages a role in facilitating and/or increasing the political visibility of this initiative.

- **The Nile Discourse.** In January, 2001, at a meeting co-convened by the World Conservation Union, (IUCN), the World Wildlife Fund and the Bank, with the support of the Rockefeller Foundation, an ‘international discourse’ program was launched to seek wide engagement of concerned environmental groups and other interested groups. The Discourse has now been established (hosted by IUCN and with funding from CIDA- Canada) as an independent initiative of civil society and NGOs concerned with the development of the Nile basin, primarily through the Nile Basin Initiative (NBI). It has set up a Discourse Desk in Entebbe, Uganda, which will be a coordinating center for civil society, independent of, but in a working relationship with, the NBI. Its objective is to promote open dialogue, discussion, and sharing of views on development in the Nile Basin among all stakeholders and affected parties including civil society, academia, NGOs, the private sector, communities and governments at national, regional, and international levels in all areas including poverty, conflict, the environment, and development. The CBSI Project, as well as all SVP projects, intend to effectively collaborate with the Nile Basin Discourse to expand stakeholder involvement at all levels of civil society.
- **Lake Victoria Environment Management Program.** The LVEMP is a comprehensive program that covers Lake Victoria and its catchment in Kenya, Tanzania, and Uganda. Its main objective is to rehabilitate the ecosystem, using a regional trans-boundary approach, for the benefit of the inhabitants and national economies. The project addresses the major threats facing the Lake Victoria ecosystem, including over-fishing, eutrophication, algae levels, pollution, and invasive exotic species such as water hyacinth. At the same time, LVEMP has begun to implement a sophisticated and scaled-up participation approach to facilitate community planning and problem solving. The ongoing project commenced in 1994 with a tripartite agreement and is funded by GEF, the International Development Agency (IDA), and national contributions. The follow-up project, SMLVBP, is proposed and its preparation has begun.

3. Lessons learned and reflected in program design

Lessons learned during the early stages of the NBI process are reflected in program and project design. The process of engaging states sharing international waters is most important; this process often needs to be conducted on many tracks simultaneously and is likely to be lengthy and costly. Particularly relevant lessons are described in the following paragraphs,

Development of a shared vision. Developing a shared vision is an important process that may start with divergent views but facilitates the convergence of views, through dialogue and relationship building, so that participants can reach a common, overarching goal for cooperation, taking into full account historical, cultural, environmental, and socioeconomic development constraints and opportunities. This process was the initiating step for the SVP as well as the Confidence Building and Stakeholder Involvement Project.

Turning the challenge of conflict potential into opportunities for benefit sharing. Long-term conflict over scarce resources creates challenges, but also provides opportunity for cooperation, which

often unlocks substantial development potential. Despite a long history of dispute and a future of conflicting water demands in the Nile Basin, the NBI is endeavoring to establish a new environment of cooperation, seeking win-win benefits. This also implies the need for widening the circle from water departments alone to broader sectoral involvement, such as agriculture, environment, education, energy, and planning. CBSI will promote collaboration among various sector departments, as well as between governments and their civil societies. The program is designed to build the enabling environment that will foster sustainable transboundary cooperation and development among the Nile riparian states.

Trust and ownership. Developing trust and personal relations among riparian delegations from countries that often have been in dispute, sometimes for decades, is a key ingredient to successful cooperation. Trust and confidence among and between riparian parties and between riparians and donor partners must be built, and the sustained involvement of key individuals can be very important. Building trust is a long-term process. The Nile Basin countries have invested significant time, effort, and resources in launching and sustaining the NBI; this investment has built real ownership of the process. CBSI project activities have been designed to ensure that trust, confidence, and stakeholder involvement continue to expand.

Partnerships. Building broad partnerships among and within the riparian countries and with key international agencies and donors is essential for a coordinated process and effective program implementation, as well as for using the comparative advantage of donor institutions. Public support within countries is also vital, and CBSI will promote strong partnerships between civil society and governments.

Management structures and implementation arrangements. Financial sustainability, close attention to institutional arrangements and selection of staff, and consideration of efficient, transparent, and accountable management structures are all essential. Regional projects often have high overhead costs because of the complexity of their structures and tasks. CBSI has been designed with streamlined organizational structures and emphasizes regional consultancy expertise.

4. Indication of Nile riparian commitment and ownership

Regional level. At the regional level the commitment of the Nile countries has been unprecedented. Leaders in the Nile Basin countries have made it clear that they see the NBI as a tremendous opportunity to bring further cooperation, economic exchange, and eventually greater integration and interdependence. The SVP is the first cooperative, basinwide program of the Nile riparians and the first common step toward realizing their Shared Vision. The definition of CBSI as a sub-project with its particular objectives of trust and confidence demonstrates NBI's commitment to regional cooperation.

National level. The governments of the region have committed themselves to finding cooperative solutions to implement this basin-wide initiative. The decision of the Nile riparian countries to expand the CBSI Project and contribute to the extended CBSI project costs through support to national CBSI offices reflects this commitment.

5. Value added of Bank and multi-donor support of the program

The external support provided to the NBI is critical to the success of the SVP and its sub-projects such as CBSI. The World Bank, United Nations Development Program (UNDP), and the Canadian International Development Agency (CIDA) have been strong "cooperating partners" in support of the NBI process since the beginning of the initiative. And CIDA was the first donor to express in supporting CBSI. After ICCON, the circle of partners supporting the SVP widened to include eight additional bilateral donor and international agencies. The World Bank and its partners add value to the program by continuing to

facilitate the NBI process, providing technical expertise, mobilizing international funding support, and ensuring quality assurance and fiduciary management.

E. SUMMARY PROGRAM ANALYSIS

1. Economic

The CBSI Project will generate substantial indirect benefits by building confidence among riparian of the common water resources and by improving their knowledge enhancement in water resources management. The project objectives are directly supportive of statements regarding water management and cooperative system in Nile Basin and the improvement of water related environment. Specific quantification of project benefits is not feasible because it is not possible to estimate the value of knowledge enhancement of individuals and decision makers or to quantify the marginal benefit of any improvement to the environmental management resulting from the project knowledge dissemination and public information system. It is therefore concluded that with a very small improvements in the decision making processes related to the Integrated Water Resources Development and Management of the present or future system, the minimal project investment to improve the confidence and knowledge of the stakeholders is justified.

2. Financial

CBSI receives its funding from the SVP which is a US\$131-million grant-funded program. Approximately 80 percent of total program costs has been pledged by bilateral donors, the GEF, the African Development Bank, and the World Bank (DGF). The majority of program funding will be through the Nile Basin Trust Fund (NBTF), administered by the World Bank.¹⁵ Given the strong support of the international community for NBI programs as indicated by the success of the first ICCON (US\$140 million pledged for the Shared Vision Program and the Subsidiary Action Programs), it is fully expected that the remainder of needed SVP and CBSI funds will be raised on the basis of demonstrated program success.

3. Environmental

There is no risk associated with the implementation of project. Instead, the overall environmental impact of the project will be positive if the benefits of having knowledge base by the riparian for water resources management and planning including sharing of the common resources are taken into account.

4. Technical

There is no technical risk associated with the Project. All the proposed dissemination and participation technologies has been tested and used outside Nile Basin, and many within Nile Basin and they are proven effective. Some may be novel to groups of Nile riparians, or there may be some initial risk perceived at government agency levels because of low trust levels, and thus their uptake may be slower than anticipated.

¹⁵ The NBTF, the preferred funding mechanism is initially a Bank mechanism, but will be transferred to the NBI

5. Institutional

Effective implementation of the CBSI Project presents a challenge. All activities that seek to promote cooperation among the Nile countries is inherently complex. However, institutionalization of cooperation mechanisms is essential if equitable and sustainable development in the Nile Basin is to be achieved. The challenge of implementing CBSI, with its focus on confidence building and stakeholder involvement, must therefore be met.

SVP Executing Agencies

The NBI, through its executive arm the NBI Secretariat, will execute the NBTF and the GEF/World Bank financed components of the project. The NBI will act on behalf of the Nile Basin countries and will be responsible for ensuring that applicable World Bank rules and procedures are followed. The CBSI project will be managed by a project management unit in Entebbe located at the NBI Secretariat. The PMU will operate on a regional basis and will function in close liaison with the NBI Secretariat and under its supervision. To ensure that the NBI meets its required fiduciary, procurement, and project management responsibilities, the World Bank and the NBI have agreed on an implementation arrangement through which the NBI will contract UNOPS to support the execution of each project. For the CBSI project, no funds will transit directly through NBI, and a procurement and financial management assessment of the NBI is not required.

Procurement Issues

Choice of a project services agency. The Bank-financed portions of the project will be executed by the NBI Secretariat. The Nile Council of Ministers has decided that the NBI will contract a project services agency to support the implementation of the Shared Vision Program, including its 8 projects. The project services agency will provide project services, particularly financial management, procurement of goods and services, and building the NBI's capacity to oversee basinwide projects. Following an extensive evaluation of options, the Bank agreed to the Nile Council of Minister's request that UNOPS be selected on a single source basis as the project services agency.¹⁶ (Annex 6 provides further information on the general terms of reference for the project services agency and its selection.) For the seven thematic projects of the SVP, including the Applied Training project, no funds will transit directly through the NBI, and a procurement assessment of the NBI is not required. Sr. Bank procurement staff have visited UNOPS during SVP preparation and are satisfied with their capabilities to carryout procurement functions for the projects of the SVP in accordance with Bank guidelines.

Procurement of works and goods. Procurement of works and goods financed by the World Bank will follow the World Bank's "Guidelines for Procurement under IBRD Loans and IDA Credits" dated January 1995 and revised January and August 1996, September 1997, and January 1999. Procurement of services financed by the NBTF and GEF Trust Fund will follow the World Bank's "Guidelines for Selection and Employment of Consultants by World Bank Borrowers" dated January 1997 and revised September 1997, January 1999, and May 2002. The World Bank's latest editions of standard bidding documents and contracts will be used.

Financial Management Issues

¹⁶ The concept of a project services agency was adopted by the Nile Council of Ministers at its extraordinary meeting in March 2001 in Khartoum. The Nile Council of Ministers decided to select UNOPS as the project services agency at its ninth annual meeting in February 2002 in Cairo and communicated this decision in a letter from its Chairman dated March 5, 2002. The World Bank Operations Procurement Review Committee (OPRC) reviewed the decision and granted a no-objection on April 25, 2002.

Because UNOPS will support the project implementation functions for the NBI, and because the NBI will undertake no direct financial management actions, a financial management assessment of the NBI is not required.

A financial management assessment of UNOPS was conducted by Bank staff and it was concluded that the UNOPS system, as redesigned for the SVP, and capabilities and audit arrangements (internal and external) are sufficient to satisfy the needs of the NBI Shared Vision Program at the present level envisaged (under service contract for all 8 projects). It is therefore understood that the proposed staffing and usage of the UNOPS integrated system are to be maintained at all times at the proposed level.

The certification of UNOPS is valid for all eight projects under the umbrella program and there is no need for case by case assessment. However, as part of implementation supervision, the Bank team should periodically monitor that UNOPS maintains the systems and capacity at the agreed level. Furthermore, a new evaluation of the capacity may become necessary, should the level of funding and volume of transactions increase.

6. Social

Confidence Building and Stakeholder Involvement is in the position of providing support on social and participation issues to all SVP and subsidiary action program projects as needed. The Shared Vision Program intends to initiate and maintain three actions designed to keep social issues in the forefront of activities. They are:

- Improve the availability of information needed to assess social and environmental impacts of NBI and future related projects
- Provide support and technical advice, through the SVP Confidence Building project, on conducting social analysis and establishing effective participation approaches
- Contribute to dialogue and decisions, from a regional perspective, on alternative development paths.

Participatory approach—key stakeholders' participation in the project

The overall SVP program has adopted the substantive participation approach of the CBSI project, and intends to initiate and maintain three key activities to expand the participation of these key stakeholders. They are:

- All SVP projects, as well as SAP investment programs, will incorporate an active program of participation with key stakeholders
- The Confidence Building project will provide advice and technical support to SVP and SAP projects, as needed, on how to implement and maintain high-quality participation and stakeholder inclusion programs---decision makers, opinion makers, and local riparian users---in these projects
- The Confidence Building project will provide to each of the countries a cross-cutting program of activities designed to reach, inform, and effectively involve key stakeholders in designing and implementing NBI policies and actions

Institutional arrangements to ensure achievement of social development outcomes

The SVP will focus on the development and continuation of four institutional mechanisms or arrangements designed to ensure development of social development outcomes. Responsibilities will rest primarily with the Confidence Building project. They are:

- Promotion of formal mechanisms of participation between national governments and their civil societies
- Establishment of active stakeholder networks within countries and across collaborating sub-regional countries
- Establishment of formal linkages with the Eastern Nile Technical Regional Office and the Nile Equatorial Lakes Coordination Unit to facilitate the integration of participatory and social approaches into the subsidiary action investment programs.
- Facilitation of regional and national Nile Forums (similar to the Nile 2002 conferences), with support of designated SVP projects, as regular events.

HIV/AIDS awareness and gender mainstreaming

The Project will support the participation and hiring of women, as well as promote HIV/AIDS awareness among project staff. Short-term consultancies will be used to address HIV/AIDS awareness for project staff. The SVP Coordination project will also be hiring a short-term consultant to help develop a strategy for HIV/AIDS awareness.

7. Safeguard policies

An integrated data sheet (ISDS) has been prepared and placed in Annex 10.

F. SUSTAINABILITY AND RISKS

1. Sustainability

Given the breadth of CBSI objectives with their attendant risks and constraints, the project design has been divided into two three-year phases. If increased funding is not obtained the smaller base-case alternative, now fully funded, is designed to have definitive success. As indicated earlier, the current funding for the CBSI project will allow it to operate at the regional, sub-regional levels and within the country NBI office for a period of three years. However, risks for long-term sustainability and overall impact will necessarily increase with lesser funding.

2. Critical Risks

The Confidence Building and Stakeholder Involvement Project features two types of risk, one of which makes it fairly unique. The unique side of the risk is that this CBSI project itself was conceived and designed to counter the broad risks that were foreseen for the Nile Basin Initiative itself and its investment programs. From the beginning, the riparian countries recognized that the trust and confidence of their societies were essential if NBI was to succeed. The Shared Vision Program, with its objective to create the 'enabling environment' for these NBI investments, recognized that simply providing for

participation and stakeholder inclusion in each of its technical and economic projects was, while essential, not enough to create the necessary confidence and support base.

CBSI evolved from this recognition to become one of the seven thematic SVP projects, rather than an adjunct component of the more sectoral NBI projects. But rather than simply moving from an adjunct to become one of seven discrete SVP projects, specific components of the CBSI participation and confidence strategy objectives have also been explicitly adopted by the overall SVP. CBSI can now play an even greater operational role for SVP and SAP projects. This means that CBSI can work more effectively to obviate the broad social and political risks foreseen. Equally important, it can act as a cohesion facilitator that identifies and scales-up the social and partnership opportunities necessary for effective poverty reduction and equitable growth within NBI countries.

As noted earlier, CBSI has also evolved within its own project design process. This final CBSI design is based on recognition by the parties involved that *all* three components---public information, stakeholder involvement, and confidence building---required effective program attention and funding. Therefore, in this project design document both the preceding sections on ‘Operational Consensus, and ‘Project Design’, as well as the ‘Project Components’ are necessarily ambitious in scope. The CBSI project itself is therefore subject to social risks outside the control of the project; as well as subject to more specific project constraints that are identifiable.

In terms of social risk outside the control of the project, CBSI project success is clearly based on the functioning of the operational consensus described earlier. But this operational consensus is also dependent upon regional and sub-regional political cooperation that has not been tested by severe crisis. So, in future situations there may be unanticipated socio-political factors arise that will block or diminish certain project initiatives. However, this can only be regarded as an unavoidable ‘chicken and egg’ process. CBSI initiatives, as successful will---action by action---strengthen the larger NBI cooperation through a history of practice that builds inclusion, participation and confidence. Therefore the external social risk for the CBSI project is acknowledged with the understanding that its existence not only does not preclude the necessity for CBSI action, but in truth provides the primary rationale for CBSI initiatives

In terms of identifiable constraints (as opposed to social risk) for the CBSI project, four probabilities have been identified, primarily based on the failure of other projects. Project design therefore attempts to compensate for these possibilities with greater attention to strategy and resources. The identified constraints are as follows.

- *Too narrow a focus on public information;*
- *Slow integration of effective participatory approaches due to low trust;*
- *Credibility necessary for success will be difficult to achieve if civil society ‘influence’ on programs is not apparent;*
- *Confidence building will not have desired impact if its program impacts are short-term.*

Too narrow a focus on public information was clearly a constraint of the original CBSI design. Final project design has therefore strengthened both staffing and programmatic resources to all project elements---public information, stakeholder inclusion, and confidence building. Continuing attention, however, will be consistently paid to keep the factors inter-active and in balance.

A substantive participation approach has been introduced as a key project strategy as the more traditional consultations will not be sufficient for NBI success. Because the backwards ‘slide’ factor is always possible, efforts have been made to incorporate specific project activities that are explicitly designed to counteract this eventuality. In particular, the ‘country situation analysis of participation activity (5.3.2.),

and CBSI collaborative work to strengthen participation policy and practice in NBI related ministries (5.3.3.) are designed to support the more substantive participatory approach.

Civil society influence on selection of NBI programs and investments is essential for success, but there are real possibilities that it may not appear. A substantive participatory approach (as mentioned earlier) is essential for this influence to be generated, but to work effectively it requires that joint analysis of issues be carried out among diverse groups. For this reason, ‘stakeholder forum networks for problem solving’ (5.3.4) and development of ‘formal stakeholder engagement mechanisms’ (5.3.5) are considered key to developing credible avenues for civil society influence to emerge.

For the third operational element, there is a danger that confidence-building, essential to the long-term success of NBI, can be limited to simple ‘feel-good’ cultural exchanges, and not tackle the real issues of creating confidence in three critical areas: (i) ability of the basin governments to accomplish the task; (ii) trust in people, groups, and societies across borders; and (iii) willingness of civil society to place their critical social enforcement support behind new NBI technical and political policies. The Confidence-building element outlines three different methods, when funded by the regional draw-down fund, that can expand confidence across the basin. The first is *experiential* component so that people can actually see and experience results of new NBI technical and policy initiatives. The second is a *relational* component so that personal and group working relationships can be built between persons from different countries and backgrounds. The third is a *societal perceptions* component that enables diverse groups to collaboratively analyze mutual problems and then generate social energy around new principles and compacts. Pairing these three methods with specific cultural exchanges can create more sustainable impacts.

Table 2. Critical Risks

| Risk | Risk Rating | Mitigation Measure |
|---|--------------------|--|
| Non-availability of funding for Full Six year Project | M | Strong emphasis on first year fundraising by the Nile Secretariat and the Nile Team. Also efficient design of Initial Project so that some substantial impacts can be realized in first year |
| CBSI is in itself a risk mitigating measure for the entire NBI program. The objective of fostering cooperation must take into consideration the possibility of outside conflict | S | Implementation of <i>multiple</i> initiatives to foster cooperation, as CBSI has done, is essential. When one initiative is closed down by outside interference, it is then possible to emphasize the next |
| Overall Risk Rating | M | |

3. Possible Controversial Aspects

In some countries stakeholder involvement is in its infancy.

G. REQUIREMENTS

1. Requirements for Appraisal

The NBI Secretariat confirms to the Bank for the CBSI project being appraised, based on satisfactory evidence that:

- Regional project management unit (PMU) has been identified and acceptable proposals have been made by the host country for its contribution to the PMU.
- Draft project implementation Plan has been prepared
- Acceptable proposals have been made by each government for its contribution at the national level (e.g. office space, staff, etc).

2. Preliminary Requirements for Negotiation

- Letter from competent authorities (Ministry of Finance and/or appropriate line ministry) confirming host country contribution to either the supporting the regional project management, or the national CBSI office to be located within the national NBI office have been submitted.
- A project steering committee has been constituted.
- Project Implementation Plan, including a procurement plan for the first year, for use in project implementation has been submitted to the Bank and agreed.
- Draft Management Services Agreement for project services support has been prepared.

3. Preliminary requirements for effectiveness

- The core staff of the regional project management unit has been selected, and the project management unit offices are ready for occupation
- An adequate financial management system for project monitoring and evaluation has been established, including, in particular, the conclusion by NBI, through its executive arm the NBI Secretariat, a management services agreement for project services execution to the satisfaction of the Bank.

4. Other

To be met at all times during implementation

- Contract with project services agency continues in force
- Project management unit remains adequately staffed
- NBI, as the executing agency, is able to operate in accordance with all legal instruments establishing it, provide funds, facilities, services, and other resources required for the project.

H. COMPLIANCE WITH BANK POLICIES

The Project has complied with all applicable Bank policies

Annex 1: Project Design Summary¹⁷

Nile Basin Initiative, Shared Vision Program Confidence Building and Stakeholder Involvement Project

| Hierarchy of Objectives | Key Performance Indicators | Monitoring and Evaluation | Critical Assumptions |
|---|--|--|---|
| <p>Goal:</p> <p>Ensure Nile Basin water resources are developed and managed in an equitable sustainable manner to support the achievement of sustainable socio-economic development in the region.</p> | <p>Sector Indicators:</p> <p>Increasing levels of regional cooperation and coordination through the Shared Vision Program's seven regional projects</p> | <p>Sector / Country Reports:</p> <p>Nile Secretariat's Annual Report</p> | <p>(from Goal to Shared Vision)</p> <p>Continued political and financial commitment to the Nile Basin Initiative by the ten riparian states</p> <p>Continued donor support</p> |
| <p>Project Development Objective:</p> <p>To develop confidence in regional cooperation under the Nile Basin Initiative (NBI) and ensure full stakeholder involvement in the NBI and its projects.</p> | <p>Outcome/Impact Indicators:</p> <p>Increased awareness and understanding the NBI</p> <p>Strengthened partnerships within riparian countries across a range of different groups including civil society groups</p> <p>Increased trust across the region and support for regional cooperation under the NBI</p> | <p>Project Reports:</p> <p>Qualitative research and media monitoring</p> <p>Comparative evaluation of quantity and quality of interchange between government and civil society</p> <p>Qualitative research and media monitoring</p> | <p>(from Objective to Goal)</p> <p>The Nile riparian governments agree on the planning implementation and monitoring of the project</p> <p>Project component work plans and financial arrangements for the project are in place</p> <p>Stakeholders from both the public sector and civil society at large are willing to actively participate in and collaborate with the project</p> <p>Sufficient donor funding to establish and run national offices</p> |
| <p>Output by Component</p> <p>Component #1: Regional/sub-regional/</p> | <p>Outcome/Impact Indicators</p> <p>1.1 Project Steering Committee Project</p> | <p>Project Reports</p> <p>Annual project report – including project</p> | <p>(from Outputs to Objective)</p> <p>All Nile countries ready to participate in project</p> |

¹⁷ Objectives are for both Initial and Full Project. Selection of outputs to be delivered will depend upon resources and circumstances

| | | | |
|---|--|--|---|
| <p>national management for coordination and implementation</p> <p>1.1 <i>Project set-up</i></p> | <p>Steering Committee and PMU and national offices set-up and functioning</p> <p>effectively. SVP and SAP projects benefit from sub-regional staff</p> <p>1.1 PMU, sub-regional staff and national offices communicate effectively through NBI network and Internet</p> <p>1.1 Projects across the NBI by use information in regularly updated project databases</p> | <p>monitoring and evaluation</p> <p>1.1 Annual project reports</p> <p>1.1 Annual project reports</p> | <p>1.1 Qualified and motivated staff and other resources are available in the region</p> <p>1.1 Office space provided by ENTRO and NEL-CU for the seconded Stakeholder Involvement/ Confidence Building Specialists</p> |
| <p>Output by Component</p> <p>Component #1: Regional/sub-regional/ national management for coordination and implementation</p> <p>1.1 <i>Project set-up</i></p> | <p>Outcome/Impact Indicators</p> <p>1.1 Project Steering Committee Project Steering Committee and PMU and national offices set-up and functioning effectively. SVP and SAP projects benefit from sub-regional staff</p> <p>1.1 PMU, sub-regional staff and national offices communicate effectively through NBI network and Internet</p> <p>1.1 Projects across the NBI by use information in regularly updated project databases</p> | <p>Project Reports</p> <p>Annual project report – including project monitoring and evaluation</p> <p>1.1 Annual project reports</p> <p>1.1 Annual project reports</p> | <p>(from Outputs to Objective)</p> <p>All Nile countries ready to participate in project</p> <p>1.1 Qualified and motivated staff and other resources are available in the region</p> <p>1.1 Office space provided by ENTRO and NEL-CU for the seconded Stakeholder Involvement/ Confidence Building Specialists</p> |
| <p>1.2 <i>Regional coordination within PMU</i></p> | <p>1.2 Steering Committee and National Coordinator meetings provide guidance and coordination</p> <p>1.2 M & E increases project efficiency and effectiveness</p> <p>1.2 Effective information sharing and coordination with other SVP and SAP projects</p> | <p>1.2 User surveys of databases on NBI website</p> <p>1.2 Meeting minutes</p> <p>1.2 Project reports, media monitoring, qualitative baseline research</p> | <p>1.2 Private sector firms or NGOs in the region have the capacity to carry out baseline research and media monitoring in all basin countries</p> <p>1.2 SVP and SAP coordinated committees are set up and working effectively</p> |

| | | | |
|---|--|--|--|
| | | 1.2 Meeting minutes, annual and quarterly project reports | |
| 1.3 <i>Regional management within the PMU</i> | <p>1.3 Increased capacity and effectiveness of strategic planning at regional and, sub-regional levels</p> <p>1.3 Staff understand project goals and objectives</p> <p>1.3 Decentralized staff and limited country programs implement effective programs to raise awareness, involve stakeholders and build confidence in the NBI</p> <p>1.3 Reporting and analysis lead to ongoing program improvement</p> <p>1.3 Draw-down facility effectively and efficiently provides funding for regional and sub-regional project initiatives</p> | <p>1.3 Annual project reports including work plans</p> <p>1.3 Annual project reports, staff performance evaluations</p> <p>1.3 Annual project reports, qualitative research</p> <p>1.3 Annual strategic plans, quarterly and annual project reports</p> <p>1.3 Annual project reports show increasing number and quality of funding proposals received</p> | <p>1.3 Baseline research completed to integrate in strategic planning</p> <p>1.3 Qualified local consultants can be contracted to carry out activities</p> |

| Output by Component | Outcome/Impact Indicators | Project Reports | (from Outputs to Objective) |
|--|---|--|--|
| <p>Component #2: Public Information</p> <p><i>2.1 Regional PMU role in public information</i></p> | <p>2.1 Effective sub-regional communications strategies, developed, implemented, evaluated and adjusted</p> <p>2.1 Baseline research, current media monitoring, and up to date project materials available on NBI website and used by SVP and SAP projects to assist them in developing information materials</p> <p>2.1 Information kits produced in 5 Basin languages and distributed widely, helps to improve awareness and understanding of NBI</p> | <p>2.1 Annual and quarterly project reports</p> <p>2.1 Surveys of use of baseline research, media monitoring; NBI website user surveys</p> <p>2.1 Survey of information kit distribution, use and effectiveness; qualitative research</p> | <p>2.1 Effective coordination between project PMU and Nile Secretariat on website development and maintenance</p> <p>2.1 Generic NBI information will be useful across cultural and language groups</p> |
| | <p>2.1 Regularly published and widely distributed NBI newsletter leads to better coordination across the NBI and greater understanding of the NBI among key stakeholder groups</p> <p>2.1 Production of theatre, radio or TV productions on NBI-related issues leads to increased understanding and awareness of NBI</p> <p>2.1 Positive media coverage generated through briefings, events, competitions leads to increased understanding and awareness of NBI</p> | <p>2.1 Project newsletter reader surveys, qualitative research, media monitoring</p> <p>2.1 Theatre productions or radio/TV broadcasts/ audience surveys; qualitative research</p> <p>2.1 Media monitoring reports, qualitative research</p> | <p>2.1 Good coordination, information sharing across SVP and SAP programs at regional, sub-regional and national levels to facilitate information gathering for newsletter</p> <p>2.1 Partnerships can be developed with national radio/TV stations and/ or arts groups to develop, produce and distribute productions</p> <p>2.1 Media activities are not overwhelmed by negative stories/issues relating to Nile cooperation</p> |

| | | | |
|--|--|--|--|
| | <p>2.1 Training activities increase the capacity of project staff, government departments and NGOs to carry out communications activities</p> <p>2.1 SAP projects effectively communicate their messages to key audiences through support from CBSI project</p> | <p>2.1 Training evaluations</p> <p>2.1 Activity evaluation reports, media monitoring, qualitative research</p> | <p>2.1 SAP projects provide budget support for production of public information materials or organizing media events related to their projects</p> |
| <p>2.2 <i>Public awareness at the country level</i></p> | <p>2.2 Effective national communications strategies, developed, implemented, evaluated and adjusted</p> <p>2.2 Stakeholder groups are better informed and more supportive of NBI initiatives after being exposed to information materials or participating in activities</p> <p>2.2 Increased effectiveness of national M & E as media monitoring is supplemented and verified at national level</p> | <p>2.2 Semi-annual project reports including work plans</p> <p>2.2 Media monitoring, activity evaluations, qualitative research</p> <p>2.2 Monthly national office reports</p> | <p>2.2 National offices are established and qualified and motivated staff are available</p> |
| <p>2.3 <i>Public information support at country level</i></p> | <p>2.3 Public information materials support stakeholder involvement and confidence building project components and national NBI office</p> <p>2.3 Positive media coverage resulting from national office assistance provided to other SVP and SAP projects</p> | <p>2.3 Reports on information material usage, distribution and effectiveness</p> <p>2.3 Media monitoring reports</p> | <p>2.3 Effective coordination between project components</p> <p>2.3 Other SVP, SAP projects contribute budget resources toward organizing media events</p> |
| <p>2.4. <i>Public information training and advisory services on demand</i></p> | <p>2.4 Increased capacity in communications due to training and advice provided to NBI office, involved Ministries, other SVP &SAP</p> | <p>2.4 Training evaluations, monthly national office reports</p> | <p>2.4 Involved Ministries, other projects are willing to contribute to training cost such as providing a location</p> |
| | | | |

| | | | |
|---|--|---|--|
| <p>Component #3: Stakeholder Involvement and Confidence Building</p> <p>3.1 <i>Regional PMU contributions to Stakeholder Involvement</i></p> | <p>3.1 Increased complementarity of regional and national programs</p> <p>increase of innovative methods to expand stakeholder involvement</p> <p>increased awareness of participation as a policy issue</p> | <p>3.1 National and sub-regional reports</p> <p>Reports on best practice workshops</p> <p>Minutes of Nile-Tac meetings</p> | <p>3.1 Effective exchange and coordination between regional, sub-regional, and national is possible</p> <p>Interest on the part of government and civil society in country</p> |
| <p>3.2. <i>Situation Analysis of country participation activity</i></p> | <p>3.2 Increased awareness within NBI of ongoing participation programs</p> <p>Increased awareness within CBSI and NBI of critical gaps in country participation action</p> <p>Identified gaps that diminish participation are addressed</p> | <p>3.2 Production of Situation Analysis Report</p> <p>Level of SA use and discussion by donors, NGO's and government on partnerships and gaps as indicated in quarterly reports</p> <p>Joint actions and workshops of involved organizations,, and reports of these organizations</p> | <p>3.2 Information is available</p> |
| <p>3.3. <i>Strengthen Participation policy and practice</i></p> | <p>3.3 Increase quantity and quality of participation practice among NBI related ministries</p> <p>SAP programs adopt substantive approaches to participation</p> <p>Increased interest from NGO's and civil society to work as partners with government and not simply as beneficiaries</p> | <p>3.3 Annual project reports</p> <p>Number of requested training programs in participation increase</p> <p>SAP project reports with documented involvement of women and vulnerable groups</p> <p>Qualitative research and media monitoring</p> | <p>3.3 Leadership within ministries support this initiative</p> <p>CBSI can collaborate with SVP Training Project</p> <p>Civil society and NGOs have enough confidence in Government and SAP intentions to take time for partner oriented participation activities</p> |
| <p>3.4. <i>Support Development of Formal Stakeholder Engagement</i></p> | <p>3.4 Workshops held to discuss differences of impact between ad-hoc and systemized stakeholder engagement</p> | <p>3.4 Donor and NGO reports</p> | <p>3.4 Ongoing interaction of government with active civil society organizations</p> |

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| | Establishment of formal mechanisms for participation between national governments and their civil societies in several countries, with interest in others | Media reports and annual project reports | |
| <i>3.5. Establish Networks of Stakeholder Forums</i> | <p>3.5 increased interest in standardization of formal mechanisms for participation across region</p> <p>Stakeholder Forums and viable networks are established over first phase of project, and increase in number over second phase of project</p> <p>Increased use of four-point participation approach for effective problem solving by NBI related ministries, SVP, and SAP.</p> <p>Increased focus on collaboratively defined actions that contributes to more equitable development and reduction in poverty</p> <p>Increased consideration and use by government and SAP programs of solutions proposed by Forums</p> | <p>3.5 Baseline research on changes in attitude</p> <p>Annual project reports Media reports</p> <p>Documentation of dissemination by qualitative research</p> <p>Media reports and project quarterly reports</p> <p>Qualitative research assesses influence of these Forums on policy and programs</p> | <p>3.5 Interest of all parties</p> <p>Good dissemination of information for start-up</p> <p>Willingness of sponsors to support this more substantive process</p> <p>Combination of expert analysis and reports with participatory Forum analysis essential for success</p> |
| <i>3.6. Participation Training and Advisory Services on Demand</i> | <p>3.6 Increasing number of training programs requested</p> <p>More substantive participation approaches subsequently utilized in investment programs and policy discussions</p> | 3.6 Annual and quarterly project reports | 3.6 Willingness to pay for training and advisory sessions |
| Component #4: Confidence Building | | | |
| <i>4.1. Regional PMU contributions to confidence building</i> | 4.1 Procedures for selection and funding of Draw-down proposals | 4.1 In-house six-month review and annual report | 4.1 Receipt of proposals that are of sufficient quality to |

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| | <p>facilitate quick, efficient action</p> <p>Support to bi-annual Nile Conference increases external funding and expansion of event</p> <p>Workshops that identify success/achievements lead to further initiatives on more difficult issues</p> | <p>Conference Report</p> <p>Quarterly reports</p> | <p>fund</p> <p>Collaboration with the Socio-Economic Benefits Project</p> |
| <p>4.2. <i>Sub-Regional and National Planning for Confidence Building</i></p> | <p>4.2 Sub-regional/national planning process established for CBSI staff</p> <p>Funding for Confidence building increased by funding partners</p> | <p>4.2 Confidence building work-plan established</p> <p>Selection criteria for Confidence building Draw-down fund established</p> <p>Increase reported in quarterly and annual reports</p> | <p>4.2 Willingness of other projects and donors to fund further activities</p> <p>Number of meetings will be enhanced if use of Bank's Global Learning Centers are consistently available</p> |
| <p>4.3. <i>Sub-regional/country efforts to build confidence and trust among the parties</i></p> | <p>4.3 Exchanges, field trips, and tours changes ideas/builds personal relations among groups from neighboring countries</p> <p>Increased societal support to NBI through linking of confidence building activity with societal values</p> <p>Increased media coverage on societal support and compacts needed to expand NBI success.</p> <p>Sub-regional and national confidence building festivals enhances belief in 'rationality of cooperation'</p> | <p>4.3 Qualitative research: before and after participant survey of ideas and attitudes</p> <p>Before and after participant surveys can indicate shifts or changes in perception</p> <p>Level of media coverage and information channel dissemination</p> <p>Qualitative research---attitudinal change</p> | <p>4.3 Support of national governments is assumed for these activities</p> <p>All three stakeholder groups---decision-makers, opinion-makers, and local riparians will be involved</p> <p>press and radio will be available for adequate coverage</p> <p>Festivals will be used to initiate reflection on important aspects of a society's culture---e.g. equality, care of poor people, etc</p> |
| <p>4.4. <i>Building Confidence in the Task</i></p> | <p>4.4 Easier technical initiatives are easily solved (success widely disseminated)</p> | <p>4.4 Project reports</p> | <p>4.4 Close collaboration with technical projects to select 'low-hanging fruit'</p> |

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| | <p>Increased willingness of government and NBI projects to take on the more difficult issues</p> <p>Increased funding from outside partners as success expands</p> | <p>Survey and reports on types of workshops, forums, conferences</p> <p>Funding amounts reported</p> | <p>Difficulty and success are both expanded as diverse groups of stakeholders are brought together to discuss their own perceptions concerning a particular issue</p> |
| <p>4.5. <i>Confidence building Training and Advisory Services</i></p> | <p>4.5 Increasing number of training programs requested</p> <p>More substantive confidence building approaches subsequently utilized in sub-regional initiatives</p> <p>Increased integration through linking of sub-regional initiatives to regional and national actions</p> | <p>4.5 Annual and quarterly reports</p> | <p>4.5 Willingness to pay on part of client</p> |

**ANNEX TWO
DETAILED PROJECT DESCRIPTION
NILE BASIN INITIATIVE**

CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT PROJECT

1. Project Background And Objectives

In an historic effort the ten countries of the Nile have come together within the Nile Basin Initiative to realize a shared vision “*to achieve sustainable socio-economic development through the equitable utilization of, and benefit from, the common Nile Basin water resources*”. Recognizing the tremendous benefits that can be reaped from cooperation, yet fully aware of the challenges ahead, the Nile countries have embarked on a remarkable journey to translate their shared vision into concrete activities and projects that will build confidence and capacity across the basin (the *Shared Vision Program*) as well as initiate concrete investments and action on the ground at local levels (*Subsidiary Action Programs*).

Presented here is one of the thematic projects within the Shared Vision Program (SVP).¹⁸ These seven SVP projects, along with one coordination project, build upon each other to form a coordinated program. They address the major water related sectors and cross-cutting themes deemed critical by the Nile riparians to ensure an integrated and comprehensive approach to water resources development and management, and that this development serves as a catalyst for broader socio-economic development and regional cooperation. Together, the projects of the Shared Vision Program seek to forge a common vision for---as well as the capacity to achieve---the sustainable development of the River Nile for the benefit of all. They pave the way for the realization of investments on the ground through the Subsidiary Action Programs.

But the preparation of the Shared Vision Program is just the beginning. Implementing these projects and ensuring that tangible benefits are realized is the next challenge. It is a challenge which requires deepening partnerships. Promoting cooperation among the countries of the Nile will inherently be a complex process. However, such cooperation is essential if sustainable development and management of the Nile is to be achieved.

It is within this context that the *Confidence Building and Stakeholder Involvement* Project (CBSI) can play its unique role. The objectives of the Confidence Building and Stakeholder Involvement Project mirror the policy priorities adopted by Nile-Com. They are:

- To develop full confidence in regional cooperation under the Nile Basin Initiative (NBI).
- To ensure full stakeholder involvement in the NBI and its projects.

This project is designed to facilitate the positive impact of both the Shared Vision Program (SVP) and the Subsidiary Action Program (SAP) projects, as well as contributing to the long-term success of the Nile Basin Initiative itself. Cutting across all SVP projects it is designed to increase public awareness and stakeholder involvement, expand understanding and confidence, and foster basin-wide ownership.

¹⁸ . The full project portfolio includes: 1) Nile Transboundary Environmental Action; 2) Nile Basin Regional Power Trade; 3) Efficient Water Use for Agricultural Production; 4) Water Resources Planning and Management; 5) Confidence Building and Stakeholder Involvement; 6) Applied Training; and 7) Socio-Economic Development and Benefit Sharing; and 8) SVP Coordination.

2. An Operational Consensus

An *operational consensus* for the CBSI Project emerged through briefings and participatory meetings organized by seven of the ten country Nile-TAC members during the project's pre-appraisal mission. This consensus, emerging during mission pre-appraisal meetings, consisted of two parts. The first was the need to intensify and expand duration of the CBSI Project to ensure that objectives can be achieved. The second agreement that emerged was a shared strategy across the Basin featuring similar project elements, stakeholder groups and project formats. The conceptual framework and project objectives were set forth in the project pre-appraisal reports (April 2002). The project further evolved during detailed and participatory implementation planning.

2.1. Project Intensification In each country visited during the pre-appraisal meetings, agreements spontaneously emerged that to achieve CBSI project objectives and translate the existing project document into effective actions for common futures, there was need for a longer and more intensive project period than originally anticipated. The overall design of CBSI Project has therefore been expanded to a six year project with increased activities and staff costing US\$15 million. This Initial Project three year project, costing US\$5 million, is expected to make the transition to the Full Project within the first implementation year.

Because the CBSI Project designs and initiates a set of actions for which there is little implementation experience at this scaled-up level, a phasing approach has been selected for implementation. The first three-year phase of the Project will experiment with a number of activities, and will culminate with a thorough review and evaluation. The second phase will begin the institutionalization process of those initiatives and programs judged to be most successful and sustainable.

Staffing will be placed at the regional, sub-regional and national country levels in order to carry out this more intensive program. PMU staffing, all hired in Year one of the Project, has also been increased so that it can decentralize CBSI staff to the two SAP sub-regional offices based in Entebbe, Uganda, and Addis, Ethiopia. This PMU staffing at Entebbe will include a PMU project manager, two public-information specialists, and one stakeholder/confidence building professional staff. PMU staff will also include three professional staff assigned to sub-regional and SAP activities. One stakeholder/confidence building staff will be assigned to each of the SAP sub-regional offices, and the two public information officers at the PMU will each divide their time 50%/50% between regional and sub-regional/SAP activities.

For the National offices, Initial Project funds are available for the hiring of one professional staff in each of seven countries. With implementation of the Full Project, national offices will receive a second professional staff member. The national office staffing has been increased from one to two professionals in Full Project Implementation so that key project elements can have consistent emphasis and action. Funding for the Full Project at the national level therefore includes two professional staff for nine countries (arrangements for Eritrea will be made as schedules dictate). National office setup will begin during the fourth quarter of the first project year.

Funding currently in hand is US\$5 million. It has increased from the original US\$3 million donated by Canadian CIDA to a total of US\$5 million with a recent pledge from Norway. This smaller project will cover the costs of the PMU for key regional activities, the costs for decentralized PMU staff to NELSAP and ENSAP for three years, as well as a national CBSI coordinator in each of the countries, starting in the fourth quarter of the first year. Also, the Confidence Building Fund for program activities for both sub-regional and country levels will remain available. The main differences between the Initial and Full Project are the time duration, resources available, and the consequent number of programs that can be implemented

2.2. **Shared Project Strategy.** The second part of the operational consensus that emerged during the pre-appraisal meetings concerned project strategy and action. The following outlines a CBSI Project three-point strategy shared across the Basin.

Three project elements. In each country there is agreement that three proposed elements---*public information, stakeholder involvement, and confidence building*---can effectively translate the preliminary project document into successful actions. *Public Information* is characterized as getting the message out to increase public awareness and understanding. *Stakeholder Involvement* is characterized as primarily strengthening partnerships within the country across a whole range of different groups. *Confidence Building* is characterized as building trust across national borders within the sub-region and region so that partnerships can be created, prosper, and endure. Preliminary discussions identified that the Project's three operational elements, to be effective, must be flexible and highly inter-dependent. This means that they require multiple and ongoing participatory activities for success, rather than sequenced step by step linear actions.

Three stakeholder groups. A second operational similarity across countries is their definition of *key stakeholders*. They are: *decision-makers, opinion leaders, and local riparian users*. In the case of the first two categories, there are strong similarities across countries as to who these key stakeholders are, and how they operate. There is strong agreement across countries, for example, that a focus on *decision-makers* will necessitate action to expand a Nile Basin focus to leaders in other ministries that have not yet been effectively included. There is also strong agreement across countries that for *opinion leaders* it is important to get the salient, correct, and easily comprehensible information out, particularly to media, university, and political leaders. If this is not accomplished, there is the strong risk that Nile Basin initiatives could become unnecessarily politicized.

The definition of *local riparian users* as the third category of key stakeholders is also similar across countries, but there are key differences as to who these water-users actually are. In Ethiopia and Sudan for example, there is the classic emphasis on small farmers living close to the rivers and its tributaries. Egypt also has this emphasis for the Upper Nile, but it also includes the urban dweller and their water quality concerns as key local water users. Egypt also identified 'polluters' of various kinds as key 'local users'. The countries of Kenya, Tanzania, and Rwanda identified local farmers living around Lake Victoria as local users, but they also identified the challenge of bringing Nile watershed users into greater awareness. Finally, women as local stakeholders were also consistently brought forward by participants, but its support as an issue of importance to all groups is different in various countries. It is clear, however, that women and their contributions to water use will be included as an explicit group of important stakeholders.

Participatory format and its benefits. The necessity for stakeholder participation to be at the base of this operational framework, and the benefits that can be accrued, was seen as a critical part of the operational consensus. When governments utilize effective stakeholder participation common purpose expands, and the credibility---as well as legitimacy of government policy and programs---is enhanced. For civil society groups and stakeholders, effective participation increases the transparency and accountability of government policies and programs, and allows them to *influence* these same programs/policies. With these benefits all parties are motivated to remain engaged. As a result, greater space to accommodate all parties' interests is created.

3. Project Design Strategies

The CBSI consensus elaborated in the previous section is based on two of NBI's basic tenets---common futures and opportunities win-win development. But if these are to become realities across the Basin, confidence in cooperation as a rational agenda is essential. From a historical perspective, the peoples of the Nile basin have co-existed in both peace and conflict over thousands of years. Longstanding and deeply felt attitudes have developed and been passed on from one generation to the next. Some of these attitudes are positive and some are negative---there exists trust and distrust, confidence and cynicism in the ability of countries to work together for mutual benefit. It is therefore necessary to specifically and deliberately emphasize positive mutual perceptions among the peoples of the basin and to replace old myths and prejudices with growing knowledge, understanding, and trust.

CBSI supports the creation of this new framework through implementation of its three project elements---public information, stakeholder involvement, and confidence building---so that the Nile Basin Initiative can better take advantage of the significant opportunities available for cooperation and 'win-win' development. These opportunities can enhance food production, energy availability, transportation, industrial development, environmental conservation, and other related development activities in the region. Public information and stakeholder participation start these win-win approaches, but it is attention to confidence building that consolidates it for the long-term. In this section, six specific strategies outline *how* the CBSI operational consensus can most effectively work.

3.1. Use of A Four-Point Participation Approach. Different participation efforts produce different outcomes. For example, over several decades now, many countries and donor organizations have, with some success, used a one-time 'two-point participation approach' to provide sector services to 'beneficiary' groups. Here the executing agency *consults* with community groups and undertakes a 'needs assessment' of sector services and preferences. Based on these assessments, *actions* are taken to provide the desired sector services. Successful outcomes match community needs with desired sector services.

But the CBSI participation objective goes well beyond providing services for *beneficiaries* at the local community level. Instead, it intends to establish a *partnership* across levels---characterized by trust and confidence---among civil society, national government, and the regional NBI, in order to achieve a stated vision. This is obviously a very different set of circumstances that requires a very different type of participation effort.

For effective and sustainable results in this micro-macro situation, a more substantive and iterative type of participation effort is required. In these circumstances the **four-point approach**---*dialogue; collective analysis; action; and monitoring for feedback and learning*---offers the necessary approach. It has the potential to create the local/national partnerships that can effectively identify solutions to outstanding problems, and create the legitimacy for their acceptance. To do so, it directs itself toward mutual analysis, learning, and understanding. Together these results, if well disseminated through public information channels, can contribute to the required expansion of solidarity and consensus.

A key outcome of this four-point participation approach particularly important to the Nile Basin Initiative is effective *social enforcement*---the intangible but real force behind all successful change. New agreements, laws, regulations, and development priorities, etc. won't have the hoped for impact *until civil society decides that a particular new compact embodies their own societal perspectives and values, and therefore decides to support and enforce it*. To make these kinds of decisions, civil society requires the use of an effective participation approach that supports iterative learning, problem solving, and regional confidence building. When this does happen and a decision is made to support a new compact, civil society places their considerable power behind these new compacts. It is this legitimacy and resulting

‘social enforcement’ that the Nile Basin Initiative requires for long-term success. And it is this partner-oriented participation approach that can achieve it.

3.2. Move From Rhetorical To Real Partnership. The ‘local riparian user’ was identified by all countries as a key stakeholder. It was clearly recognized that the concept of ownership, around which NBI and SVP is designed, needs to actively include local riparians of all types. At the same time all groups---governments and NGOs alike---acknowledged a particular challenge in reaching these stakeholders. The challenge is how to effectively involve local riparian users at this early point in time, when the real benefits of Nile Basin investments will be five to six years down the road. A number of alternative ideas were discussed and considered during the pre-appraisal mission. The only real choice, given the long-term goals of the NBI, is to explicitly move *local riparians* from a beneficiary to partner status.

What does this mean? Development approaches that treat local people primarily as material beneficiaries of projects with little interest concerning national and local development alternatives are now clearly out-of-date. But in day-to-day-reality, most governments, donors, and many NGOs tend to still depend upon the simple two-point participation approach mentioned earlier to involve local people. This means that local folks are usually offered a chance to participate in needs-assessment process and are asked for project design inputs. But the bottom-line is the same---they are project beneficiaries, not participants with a meaningful sense of partnership. In these situations, if there are no immediate project benefits, it would make sense that local people would not be interested in participating.

Changing the roles of local people from simple *beneficiaries* of future NBI projects, to collaborative *partners* of NBI investments necessitates a more profound and strategic approach to both participation and analysis of poverty reduction options. Real ownership first requires that groups have access to the same public information. Ownership also necessitates that even high-tech technical initiatives be congruent with the political, cultural, and social institutional bases of a country and region. That means local riparian contributions to definition and analysis of development options need to be as explicit as that of decision-makers and opinion-makers.

In these situations partnership does not require sitting at the decision-table. But it does necessitate the institutionalization of participatory mechanisms and structures that will allow all groups to take part in the national and regional development discourse in a systemized manner. *This capacity to take a formal and recognized place in this debate can convince local people to participate without the guarantee of immediate project benefits.* Establishing these mechanisms and incentives for local people to participate is a project strategic focus.

3.3. Use Social Analysis To Identify The Politics Of Poverty NBI clearly recognizes that regional development plans and actions need to reflect the concerns of society and endorse the positive aspects of each society’s values and culture. Therefore, the key social factors that contribute to poverty, its politics, and its eradication will need to be identified and incorporated into project design and implementation. Social organization, power differentials, cultural perspectives, marginal groups, and access to resources all need consideration. Analysis of these social factors, when undertaken by both SVP enabling programs and SAP investment programs will, from the beginning, enhance poverty reduction impact. Dissemination of findings through public information avenues will further this impact.

The CBSI approach explicitly pairs social analysis with participation. For example, *expert social analysis* concerning assets, income, class, ethnicity, and the role of gender across groups is available in every country. Effective solution-seeking by CBSI for SVP and SAP programs, incorporates the results of this expert analysis in its four-point participation approach. Expert social analysis and collective participation, when made inter-active, are able to define investment options available and their

implications for poverty reduction that have both technical credibility and cultural coherence. This critical interaction between participatory and expert analysis, when well disseminated, begins to expand social cohesion and create social legitimacy for new solutions and compacts. This focus on transparent analysis and collaborative problem-solving solutions among diverse stakeholders allows maneuverability around endemic obstacles.

3.4. Catalyze project resources and facilitate partner action. Building, trust, confidence, and ownership is not an easy task, and the need for resources can be seen as vast. Indeed, each of the countries expressed interest in initiating a wide array of activities. Looking at these circumstances from a strategic perspective, the best option is to design and use CBSI project resources as a *catalytic converter*. This will enable the project to initiate relatively small initiatives, in collaboration with interested groups, and scale them up to larger and more sustained endeavors through public/private partnerships. (took out several paragraphs below)

Each of the countries expressed interest in initiating an array of fairly similar activities under the three operational project components listed earlier. The CBSI Project intends to first identify these types of actions already started by interested groups and *strategically complement their actions*. For example, some countries want to be sure that the country's local riparians are well informed about NBI, and can have inputs that may influence planning on programs and policies. Several institutes and national NGOs have initiated some action, but they are hindered by lack of information, relevant training programs, and funding. In this situation, the CBSI Project could make itself available, at no cost, to train several of the national institutes that have expressed interest in undertaking these types of initiatives on NBI initiatives and relevant participatory strategies. With a grant from the regional draw-down fund, these national institutes could then train regional NGO's, and the regional NGO's could address the local riparian user. So, the Confidence Building Project will facilitate and support expanded actions by working with, and through, an array of country and trans-country players.

In terms of project resources, the budget allocated to the CBSI Project cannot begin to finance all of the desired activities desired either at the country level or basin-wide. (This is despite the fact that the majority of project resources are placed in the program line, with fewer resources given to staffing.) Therefore supplementary resources will be sought from both national public budgets and private sector resources. For example, to ensure maximum impact from minimal funding, the draw-down facility for regional confidence- building activities is designed to respond quickly to national and sub-regional proposals that are pro-active, fast-start-ups. The design of this facility assists countries and sub-regions to quickly act on their priority confidence-building activities. Funding from both public budgets and private sector resources will, however, be required to sustain these activities.

3.5. Expand Synergy Of Project Elements. Recognition and support to *synergy* among project elements can make a large contribution to project success. Clear and relevant information materials that speak directly to different groups will support stakeholder involvement and confidence building activities. Stakeholder activities that occur at the national level will be useful in identifying the groups and themes for confidence building across borders. These stakeholder involvement and confidence building activities in turn provide the content or "news" for the public information campaign that will raise awareness and broaden the impact of individual programs and investments.

In sum, these five Project design strategies---(i) the four-point participation approach; (ii) moving from rhetorical to real ownership; (iii) social analysis to identify the impacts/relationships of poverty; (iv) catalyzing project resources; and (v) expanding synergy of project elements ---can effectively initiate the agreed to operational consensus.

4. Social Risks, Constraints, And Program Success.

The Confidence Building and Stakeholder Involvement Project features two types of risk, one of which makes it fairly unique. The unique side of the risk is that this CBSI project itself was conceived and designed to counter the broad risks that were foreseen for the Nile Basin Initiative itself and its investment programs. From the beginning, the riparian countries recognized that the trust and confidence of their societies were essential if NBI was to succeed. The Shared Vision Program, with its objective to create the 'enabling environment' for these NBI investments, recognized that simply providing for participation and stakeholder inclusion in each of its technical and economic projects was, while essential, not enough to create the necessary confidence and support base.

CBSI evolved from this recognition to become one of the seven SVP projects, rather than an adjunct component of the more technical NBI projects. But rather than simply moving from an adjunct to become one of seven discrete SVP projects, specific components of the CBSI participation and confidence strategy objectives have also been explicitly adopted by the overall SVP. CBSI, now designed as an integral part of SVP, can thus play an operational role for SVP and SAP projects. This means that CBSI can work more effectively to obviate the broad social and political risks foreseen. Equally important, it can act as a cohesion facilitator that identifies and scales-up the social and partnership opportunities necessary for effective poverty reduction and equitable growth within NBI countries.

As noted earlier, CBSI has also evolved within its own project design process. This final CBSI design is based on recognition by the parties involved that *all* three components---public information, stakeholder involvement, and confidence building---required effective program attention and funding. Therefore, in this project design document both the preceding sections on 'Operational Consensus, and 'Project Design', as well as the next section outlining 'Project Components' are necessarily ambitious in scope. The CBSI project itself is therefore subject to social risks outside the control of the project; as well as subject to more specific project constraints that are identifiable.

In terms of social risk outside the control of the project, CBSI project success is clearly based on the functioning of the operational consensus described earlier. But this operational consensus is also dependent upon regional and sub-regional political agreements that are new and not yet tested by severe crisis, therefore posing possible external risks for the project. So, in future situations there may be unanticipated socio-political factors arise that will block or diminish certain project initiatives. However, this can only be regarded as an unavoidable 'chicken and egg' process. CBSI initiatives, as successful will---action by action---strengthen the larger NBI agreements with a history of practice that builds inclusion, participation and confidence. Therefore the external social risk for the CBSI project is acknowledged with the understanding that its existence not only does not preclude the necessity for CBSI action, but in truth provides the primary rationale for CBSI initiatives

In terms of identifiable constraints (as opposed to social risk), four probabilities have been identified, primarily based on the failure of other projects. Project design therefore attempts to compensate for these possibilities with greater attention to strategy and resources. The identified constraints are as follows.

- *Too narrow a focus on public information;*
- *Slow integration of effective participatory approaches due to resistance;*
- *Credibility necessary for success will be difficult to achieve if civil society 'influence' on programs is not apparent;*
- *Confidence building will not have desired impact if its program impacts are short-term.*

Too narrow a focus on public information was clearly a constraint of the original CBSI design. Final project design has therefore strengthened both staffing and programmatic resources to all project elements---public information, stakeholder inclusion, and confidence building. Continuing attention, however, will be consistently paid to keep the factors inter-active and in balance.

A substantive participation approach has been introduced as a key project strategy as the more traditional consultations will not be sufficient for NBI success. Because the backwards ‘slide’ factor is always possible, efforts have been made to incorporate specific project activities that are explicitly designed to counteract this eventuality. In particular, the ‘country situation analysis of participation activity (5.3.2.), and CBSI collaborative work to strengthen participation policy and practice in NBI related ministries (5.3.3.) are designed to support the more substantive participatory approach.

Civil society influence on selection of NBI programs and investments is essential for success, but there are real possibilities that it may not appear. A substantive participatory approach (as mentioned earlier) is essential for this influence to be generated, but to work effectively it requires that joint analysis of issues be carried out among diverse groups. For this reason, ‘stakeholder forum networks for problem solving’ (5.3.4) and development of ‘formal stakeholder engagement mechanisms’ (5.3.5) are considered key to developing credible avenues for civil society influence to emerge.

For the third operational element, there is a danger that confidence-building, essential to the long-term success of NBI, can be limited to simple ‘feel-good’ cultural exchanges, and not tackle the real issues of creating confidence in three critical areas: (i) ability of the basin governments to accomplish the task; (ii) trust in people, groups, and societies across borders; and (iii) willingness of civil society to place their critical social enforcement support behind new NBI technical and political policies. The Confidence-building element outlines three different methods, when funded by the regional draw-down fund, that can expand confidence across the basin. The first is *experiential* component so that people can actually see and experience results of new NBI technical and policy initiatives. The second is a *relational* component so that personal and group working relationships can be built between persons from different countries and backgrounds. The third is a *societal perceptions* component that enables diverse groups to collaboratively analyze mutual problems and then generate social energy around new principles and compacts. Pairing these three methods with specific cultural exchanges can create more sustainable impacts.

Finally, given the breadth of these larger objectives with their attendant risks and constraints, the CBSI Project design has been divided into two three-year phases. If increased funding is not obtained the smaller base-case alternative, now fully funded, is designed to have definitive success. As indicated earlier, the current funding for the CBSI project will allow it to operate at the regional, sub-regional levels and within the country NBI office for a period of three years. Risks for long-term sustainability and overall impact will however necessarily increase with lesser funding.

The larger CBSI project, as described here, will initiate the more extensive interactive regional and country-level activities needed to achieve broad and lasting impact. It will first establish regional and sub-regional staff at SAP offices to initiate activities on the three project elements. Also, during this first calendar year, national office start-ups will begin. Further funding will be needed by the end of the first year so that the decision can be made to move to the full-case project.

In sum, given the new territory that NBI and CBSI is entering, the first three year phase of CBSI will pilot multiple initiatives as opportunities present themselves. It is therefore suggested that first phase activities culminate in a broad-based mid-term review at the end of year three. Those activities that were diminished by unanticipated risk factors will be identified. Identified social constraints and actions to

overcome them second phase activities will be reviewed. Based on this mid-term review, second phase activities will be adjusted.

5. Project Components

The objective of the Confidence Building and Stakeholder Involvement Project, as noted earlier, is to develop confidence in regional cooperation under the Nile Basin Initiative (NBI); and to ensure full stakeholder participation in the NBI and its projects. In order to achieve these objectives, the Project consists of four components:

- Regional/Sub-regional/National Implementation and Facilitation
- Public Information
- Stakeholder Involvement
- Confidence Building

In the following project component sections, each section spells out in greater detail how the component objectives can actually be achieved. The component objectives, activities, and tasks are designed to be initiated in the first three-year phase of the Project with some completions, then continued and finalized or institutionalized in different organizations during the second three-year phase. A mid-term project review has been proposed at the end of year three to identify the more successful initiatives to be continued in the second phase. However, it needs to be clearly noted that not all of the objectives will be achieved if only the Initial Project is funded. If the Full Project is funded, all of the objectives will be acted upon but not necessarily implementing all of the activities and task outlined here. Decisions will be taken, at that time, as circumstances dictate.

As discussed earlier, each of the project components contribute to the overall project goals in specific, measurable, and achievable ways. *Effective regional/sub-regional/national implementation* is characterized as balanced and effective public, private, and civic collaboration across the basin countries. *Public information* is characterized as getting the message out to increase public awareness and understanding. *Stakeholder involvement* is characterized as strengthening ties and partnerships within the country across a whole range of different groups. *Confidence building* is characterized as building trust across national borders within the sub-region and region so that partnerships can be created, prosper, and endure.

Staffing for the regional PMU, including sub-regional SAP offices starting in Year one, will consist of six programmatic professionals. There will be a project manager, two public information specialists and three stakeholder/confidence building specialists. The PMU will employ a junior level administrative/financial officer, and will buy consulting time as needed from the Senior Financial Officer housed in the SVP unit. Budget and procurement services are provided by UNOPS.

The two public information specialists will be based at the PMU but will divide their time equally – 50 per cent/50 per cent – between regional PMU work and work directed toward one of the two sub-regions. This use of two people at 50% allows hiring of two public information specialists with the requisite skills to work in the Eastern Nile and Nile Equatorial Lakes sub-regions. A significant portion of the sub-regional work of the public information specialists will support the communications needs of the SAP regional offices. Nile-Sec has a currently unfilled position of Communications officer so the public information officers will assist as needed until this person is employed at a later date.

The three stakeholders/confidence building specialists will be located as follows: one at the PMU in Entebbe, one in the ENTRO offices in Ethiopia and one in the NEL-CU office, currently in Uganda. PMU staff working at the sub-regional level will report to both to the project manager at the CBSI PMU in Entebbe and the head of the SAP program. It is expected that the SAP program will contribute to the formulation of the terms of reference for this staff, and participate in hiring interviews.

Staffing for the national offices, also beginning within the first calendar year, will consist of one professional, a national coordinator, for seven of the national offices, all attached to the national NBI office in the Ministry of Water. The ministry will provide support staff and office space. Consultants will be used in DRC, and Burundi, until full-fledged CBSI offices can be arranged. Arrangements for Eritrea will coincide with its entry schedule. The CBSI national office staffing will start with two professional staff---one national coordinator and one program staff member. Skills – public information and stakeholder/confidence building – will be complementary. If, for instance, the national coordinator has a public information background, the program staff person will necessarily have a stakeholder/confidence building background, and visa versa. Appropriate support staff and offices are to be provided by the country. National CBSI staff will report to the regional CBSI project manager in Entebbe, and work under the overall guidance of the National Steering Committee Member and the Nile-TAC member.

5.1. Component #1: Regional/Sub-Regional/National Management for Coordination and Implementation. The three identified project components---public information, stakeholder involvement, and confidence building---are highly inter-dependent and will be implemented simultaneously by a single management structure. This management structure consists of a project management unit based at the Nile Secretariat in Entebbe, Uganda, and national coordination offices based in the Nile basin countries. Expectations for this regional/national management structure are that it will identify and scale-up basin-wide mechanisms that will endure beyond the life of the project itself. For this reason, emphasis is placed on creating a *balance* between regional, sub-regional, and national activities so that effective sustainability arrangements can emerge for the long-term.

In sum, regional implementation and facilitation activities that promotes balanced and effective public, private, and civic Nile basin activities is an essential building block of the CBSI Project. Identified components include: (i) regional and national project set-up; (ii) regional facilitation within the PMU; (iii) regional implementation within the PMU; and (iv) country level contributions to regional coordination and management. These component objectives, and the tasks/outputs necessary to achieve success, are outlined and briefly discussed in the following sub-sections

5.1.1. Regional, Sub-Regional, and National Project Set-up. This sub-component first focuses on the PMU set-up necessary to establish overall program facilitation and implementation arrangements for the project. This includes: one time set-up costs for staffing, equipment, and vehicles at all levels, installation of computer system, establishment of data-base software, and ongoing office maintenance costs. It also includes establishment of a Project Steering Committee, a regional Project Management Unit, national Program Offices in each country, and decentralized CBSI staff to SAP programs. UNOPS will be contracted as Project Services Agency (PSA) to provide services in financial management, procurement, and overall program management for regional and national offices. In three countries, Democratic Republic of Congo, Burundi, and Eritrea, consultants will be hired as an interim initiative before project offices are established.

Key activities that will benefit from regional and sub-regional facilitation are assigned to the PMU. These activities will then support regional, sub-regional, and national initiatives. Key country-based activities will be located in each of the project's national offices, with identified support mechanisms

offered by the PMU. Administratively, activities that foster effective utilization of resources will be divided between PMU and national offices. The PSA for financial management and procurement will operate through the regional PMU, with identified assistance contacts in each of the countries.

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| <i>Main Activities and Tasks for Regional, Sub-regional, and National Project Set-up</i> |
| 1. Establish Steering Committee* |
| 2. Establish PMU and hire regional and sub-regional staff [#] |
| 3. Establish National Offices and hire national coordinators/program officers (first calendar year/expanded funding) |
| 4. Procure and install computer hardware and software |
| 5. Establish Project data base for regional use |

5.1.2. Regional Implementation within PMU. Regional implementation activities are designed to initiate and scale-up a shared knowledge management base within the basin that will serve long-term and effective policy decision-making on civil society issues, public outreach, stakeholder inclusion, and regional confidence building. The Regional PMU will be responsible for coordinating baseline research at the country level. It will establish data bases which describe and quantify the key base-line views, attitudes, and behaviors of the primary stakeholders---decision makers, opinion leaders, and local riparian users. Assessment will focus on cooperation and joint action in relation to water management and, more broadly, equitable and sustainable socio-economic development using the Nile River as a catalyst. Regional monitoring, using these established data-bases as a baseline, will indicate what works most effectively. This will, in turn, provide continuing inputs to keep the key regional coordination strategy dynamic and up-to-date.

Independent media monitoring will also be important in evaluation of the impact of project activities. The PMU will establish contracts for media monitoring with private firms in each of the participating Nile basin countries. The raw material and media monitoring analysis will also be compiled in a database so it can be used by all SVP and SAP projects.

From a budget perspective, these types of endeavors are expensive. Regional coordination with SVP and SAP projects is key to making these activities affordable. With the CBSI Project providing the necessary baseline on stakeholder views, attitudes, and behaviors, both SVP and SAP programs can undertake effective impact assessments of their project activities. Resulting verification of the most effective strategies for the three project elements at both national and regional levels, will be key information for the CBSI Project, other SVP projects, and SAP projects as well. Resulting strategies can be also be discussed and prioritized during Project Steering Committee meetings.

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| <i>Main Activities and Tasks for Regional Coordination</i> |
| 1. Host Project Steering Committee and Nat'l Coordinator meetings at least annually |
| 2. Establish and maintain Regional M&E |
| 3. Regional and sub-regional implementation with SVP and SAP projects |

5.1.3. Regional Facilitation within the PMU. Facilitation activities are designed to foster balance among the PMU, sub-regional programs, and the national offices---as well as contribute to the long-term sustainability of Project initiatives. Further, regional facilitation activities are designed to enhance effective basin-wide cooperation. From a management perspective, the regional PMU will, in addition to

[#] Prior to effectiveness

managing CBSI activities at the regional level, support and facilitate the capacity of the NBI national offices to implement the national programs, as well as assist ENSAP and NELSAP to carry out CBSI activities.

| <i>Main Activities and Tasks for Regional Management within PMU</i> | |
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| 1. | Planning, budgeting, and management to foster strategic alliances and partnerships |
| 2. | Staff orientation |
| 3. | Manage limited sub-regional and country programs to enhance effective collaboration |
| 4. | Office overhead, management, and maintenance |
| 5. | Reporting and analysis |
| 6. | Manage regional draw-down facility for confidence building |

5.1.4. Country Level Contributions to Regional Facilitation and Implementation. Country level contributions to Regional implementation and facilitation activities support the Project’s primary task as implementing agency. National offices will be responsible for coordination activities similar to the PMU activities, including data base and strategic analysis inputs, and will contribute country results to the Regional PMU. Regional meetings of national coordinators, possibly at the same time as Project Committee meetings, are envisioned as the mechanism wherein collaborative management decisions can be made concerning regional strategies.

National offices will have responsibilities to coordinate with SVP and SAP projects located in their countries. Also, national offices, building on the partnership approach to participation, will implement and manage participatory M&E of project effectiveness that systematically involves riparian stakeholders.

| <i>Main Tasks and Activities: Country Level Contributions to Regional Facilitation & Implementation.</i> | |
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| 1. | National CBSI support to in-country SVP and SAP projects |
| 2. | Participatory M&E of program effectiveness |
| 3. | Strategic planning, budgeting, and action-oriented management |
| 4. | Staff orientation and ongoing capacity expansion |
| 5. | Reporting and analysis |

5.2. Component #2: Public Information. Communication cuts across all aspects of the NBI program and is critical to building public confidence and ensuring stakeholder involvement. As a relatively new initiative, the NBI is not well known outside of the ministries for water in each country. Reports also suggest that some politicians, as well as some civil society groups, remain skeptical of regional cooperation and are not well informed about NBI. In certain cases, perceptions may be difficult to change until there is evidence of benefits from projects on the ground. The first step in the process of change however, is information and awareness. Nile Basin water officials recognize that communication can create an enabling environment that will allow the NBI to proceed smoothly.

A comprehensive public information program is needed in order to reach groups whose lives may be affected by Nile Basin cooperation. These include women’s groups, youth groups, small farmers, and local authorities, as well as the better recognized national level decision-makers and opinion-makers. The wide diversity of language and cultures in the region necessitates a decentralized model of information dissemination and exchange, and all materials need to be tested for gender and cultural sensitivity.

In sum, an effective public information program that creates public awareness, builds effective public outreach, develops regional, sub-regional, national public relations programs, and produces necessary communication materials, is an essential building block of the Confidence Building and Stakeholder Inclusion Project. Identified sub-components include: (i) Regional PMU role in public information; (ii) public awareness at country level; (iii) public information support at the country level; and (iv) public information training and advisory services on demand. These component objectives, and the tasks/outputs necessary to achieve success, are outlined and briefly discussed in the following sub-sections.

5.2.1. Regional PMU role in public information. The primary objective of regional PMU public information programs is to provide accurate, understandable information that people can trust across the Nile basin. Basic access to, and confidence in, comprehensive public information should accomplish three objectives: 1) encourage basin-wide political engagement for cooperation; 2) promote a healthy discourse on regional development and poverty reduction; and 3) raise public awareness and understanding of the NBI process. This will entail a number of programmatic as well as technical initiatives, such as web design, production of CBSI newsletter in e-mail and paper format, and assistance to production of the NBI newsletter which includes SVP information.

It is important to distinguish between the core communications functions that will continue to be performed by the Nile Secretariat and the activities that will be undertaken by the CBSI project. The Nile-Sec Communications Officer acts as the spokesperson for the NBI dealing with international, regional media, and deals with protocol and external issues. It is the responsibility of the Nile-Sec Communications Officer to work with the Executive Director to develop, maintain and distribute standard responses to media inquiries on NBI policies and regional issues to all NBI offices and projects, as well as all protocol issues. The Nile-SEC Communications Officer also has primary responsibility for updating and maintaining the NBI website which is the “face” of the NBI internationally. Establishing standardized communications policies and procedures is also the responsibility of this officer, as is providing support to Nile-TAC and Nile-COM. The CBSI public information staff will assist Nile-Sec as needed until this Secretariat position is filled.

The two public information specialists employed by the CBSI project will collaboratively support the Nile-Sec Communications Officer, but their work will focus more closely on program work. This includes developing specific public information materials and activities that support the implementation of SVP and SAP projects at the regional and sub-regional level while contributing to the long-term success of the NBI at the regional level.

As indicated earlier, the two public information specialists also will each take responsibility for one of the Nile Basin sub-regions. At the same, each will be responsible for communications products and activities that will be used or involve participants from across the region.

The public information specialists will use the baseline research as the starting point for sub-regional communications strategies for the Eastern Nile and Nile Equatorial Lakes. These strategies will outline the specific target audiences, the key messages for those audiences, and the activities that will be undertaken. Key national level initiatives for the first year of the project (before the national offices come on board) will also be specified. In developing these strategies the public information specialists will coordinate closely with the stakeholder involvement/confidence building specialists to ensure public information support to activities related those project components.

While the specific communications activities will flow from the strategies, it is clear the PMU will need to develop the basic communication materials to be used across the Basin. CBSI staff will develop and

maintain a general NBI newsletter email and hard copy format. A ‘plain language information kit’ on NBI and promotional materials (as needed) will be tested and produced in five languages (English, French, Swahili, Amharic, and Arabic). The public information specialists will also experiment with ‘story’ format productions such as radio soap operas that focus on regional NBI issues. Support to the Nile-SEC Communications Officer will be provided as requested. On-going media monitoring and assessment of the effectiveness of communications activities and materials will allow for continuous refinement and improvement. This will increase the impact of the public information program over the life of the project.

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| <i>Main tasks and activities: Regional PMU Role in Public Information</i> |
| 1. Develop and implement sub-regional communication strategy |
| 2. Develop and maintain project data bases and project material on NBI website. |
| 3. Development of information kits for regional use |
| 4. Develop and disseminate NBI newsletter in hard copy and email format |
| 5. Develop Nile focused theater and story formats |
| 6. Conduct media activities |
| 7. Provide training to expand national and sub-regional capacity |
| 8. Provide public information support to sub-regional and regional confidence building activities |
| 9. Provide support to SAP programs |

5.2.2. Public Awareness at the Country Level. While the Nile Secretariat will retain responsibility for core communications functions at the basin level, and the Public Information Specialists will develop regional and sub-regional outreach initiatives, this still leaves wide variety of important functions at the country level. Based on analysis of the baseline research material, review of the sub-regional communications strategy and an assessment of national issues, concerns and conditions, effective national communications strategies can be developed. Flowing from these strategies activities will be identified and initiated.

Needs for production and dissemination of public information materials---in differing formats and languages---can be estimated and production begun. Based on these initial efforts, use of ongoing media monitoring will allow immediate feedback on communication strategies used, and will also identify potential crises that require high levels of communications input, particularly for the NBI office and Nile-Com. Providing advice dealing with sensitive issues from a public relations perspective is a key input; and developing responses for media inquiries and news releases concerning particularly sensitive issues is also part of the package.

Country offices will emphasize definition and use of key messages for different target audiences. Each of the primary stakeholder groups---decision-makers, opinion leaders, and local riparian users---will obviously demand different types of public information formats and venues based on their particular concerns and perspectives. Decision-makers will want to know how the initial NBI policies affect their agencies economic and political viability. Opinion leaders will be interested in accurate information on the political, social, and economic implications of the policies. For both groups, objective information that places all of the pros and cons on the table is important if the NBI is not to be caught in an exchange of pseudo facts that contribute to negative politicization. Local riparian users desire the same type of information, but with some effort to spell out local implications and a focus on venues and formats that make the information accessible. Local languages, radio, community meetings, and others, as identified and needed, will be used.

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| <i>Main Tasks and Activities for Building Public Awareness at Country Level</i> |
| 1. Analyze baseline research and review sub-regional communications strategy |
| 2. Develop national communications strategy |
| 3. Implement strategy using differing formats and activities for diverse stakeholder groups |
| 4. Support media monitoring with monthly reports to PMU |

5.2.3. Public Information Support at Country Level. This sub-component supports activities and materials required for stakeholder expansion and confidence building activities, as well as support and materials required by the NBI office itself. Basic communication materials used across the basin, and produced in five languages---English, Amharic, Arabic, Swahili, and French---will be available to each of the national offices from the Regional PMU. However, adapting materials into local languages, and developing new materials geared to particular issues of importance within the country will be critical to effective public outreach.

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| <i>Main Activities and Tasks for Public Information Support at Country Level</i> |
| 1. Produce and disseminate materials supporting CBSI activities |
| 2. Produce and disseminate materials supporting national NBI office. |
| 3. Provide assistance to SVP and SAP projects in generating media coverage and support/advice in responding to media inquiries |

5.2.4. Public Information Training and Advisory Services on Demand. The Water Ministry, NBI offices, SVP and SAP projects are the beneficiaries of the Confidence Building and Stakeholder Inclusion’s Project’s initiatives and activities as outlined in this document. But CBSI does not have the resources to undertake general public information activities on behalf of ministries, government departments, or other interested organizations.

However, there may be times when national agencies may want to ask for specialized assistance in the areas of public information. With some budget support from these agencies, the Project will be available to provide public information advice and training. Training sessions may include the following: 1) how to develop a communications strategy; 2) plain language writing; 3) presentation skills; 4) interview skills; 5) pro-active, re-active, and crisis communications; 6) understanding how journalists work and how stories get covered; 7) issuing press releases and organizing media events; and events management and sponsorship.

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| <i>Main Activities and Tasks: Training & Advisory Services</i> |
| 1. Advice/train national NBI office on public information |
| 2. Advise/ train involved ministries |
| 3. Advise/train to SVP and SAP projects |

5.3. COMPONENT #3: Stakeholder Involvement. The development of national policies and investment programs for economic use and environmental protection of Nile basin water is of significant social importance in the basin countries. It is important therefore that national and regional development plans reflect the concerns of society and endorse the positive aspects of each country’s values and culture. For this reason the CBSI project places a strong emphasis on scaling-up and expanding participatory

inputs contributing to stakeholder and government dialogues. It is these dialogues that help formulate and legitimize alternative investment decisions and development paths of importance to NBI.

To effectively undertake this work, staffing positions for the stakeholder involvement/confidence building specialist are allocated to the regional PMU, the sub-regional offices of NELSAP and ENSAP, and national country offices. There will be one stakeholder/confidence building specialist at the PMU office; two specialists seconded from the PMU to the sub-region, one at NELSAP, and one at and ENSAP; and one specialist at each of the national CBSI offices

Stakeholder involvement has been adopted as a priority within NBI. This decision to use a participatory format, expected to expand *cooperation* and *partnership* across the basin, sets the stage for the development of substantive participation processes and structures that benefit both governments and civil society. As noted earlier, when governments utilize effective stakeholder participation the credibility as well as legitimacy of government programs is enhanced. For civil society groups and stakeholders, effective participation increases the transparency and accountability of government policies and programs, and allows them to *influence* these same programs/policies.

Different participation initiatives, however, produce different outcomes. Participation that effectively expands cooperation and begins to build real partnerships requires a four-point approach---*dialogue, collective analysis, action, and monitoring for feedback*. This approach is designed to scale-up existing participation efforts and go beyond simple consultation. By using this more substantive approach with key stakeholders, collaborative social learning is enhanced, and collective agreement on key social, technical, and political issues is made easier.

For example using this four-point approach, stake-holders can make critical contributions to SVP and SAP investment problem-solving. Initial technical options available for a particular investment can be confirmed through *dialogue* with different stakeholder groups brought together to discuss these investment issues, and questions can be raised as to why certain alternatives are not under consideration. Then a *collective analysis* of the implications for these various options allows these same groups within civil society to identify the implications---as they see them---for each of these technical options. This joint analysis often brings out critical factors of a social, political, poverty, or environmental/sustainability impact that had not yet been considered or even identified.

Win/win solutions come out of the flexibility created by collective analysis and understanding of the various implications for different groups of people. This understanding helps dissipate political confrontation and substitutes a recognition of the ‘connectivity’ factors among diverse groups. This recognition in turn generates a shared ‘social energy’ for the give-and-take that allows these win/win solutions to emerge. For example, engineers may give up their first technical preference for their second choice when they understand the negatives that local riparian users may suffer as a result of a particular technology in the engineers’ first choice. Or joint discussion about the necessity to *subsidize* electricity connections if poor people are to benefit may change current public policy arrangements. With this more nuanced understanding of probable impacts, NBI and governments can make technical decisions and initiate *actions* to implement the project.

The fourth participatory step, *monitoring for feedback*, is also essential if both the decisions and results are to be transparent, accountable---and remain agreed-to solutions. Effective participatory monitoring feeds back information to government and civil society groups about the actions, and whether they are creating the anticipated results. If it is, the program continues. If not, mid-stream changes are called for. The iterative nature of this evaluative learning is critical for long-term effectiveness.

For NBI success, it is essential that this policy dialogue on participation and stakeholder involvement begin at the earliest possible moment in each country, and the critical starting point is within Water Ministries. Those most affected by a development initiative need to have a sense of ownership over it, right from the outset, and effective provision must be made for that. Civil society, including the NBI Discourse group, international NGOs, and donors will keep a close eye on the level of stakeholder participation in projects. They will judge them on the basis of how participatory, transparent and open they are to public involvement and scrutiny.

The larger SVP project, recognizing the importance of substantive participation, has adopted this CBSI approach to better promote effective stakeholder involvement throughout its programs. At SVP request, CBSI will provide advice and technical support to SVP and SAP projects, as needed, on how to implement high quality participation and stakeholder inclusion programs in their programs.

The identified sub-components are discussed below. They include: (i) regional and sub-regional contributions to stakeholder involvement; (ii) situation analysis of country participation activity; (iii) Participation policy framework within NBI related ministries; (iv) support development of formal stakeholder engagement; (v) establish network of stakeholder forums; and (vi) participation training and advisory on demand.

5.3.1. Regional and Sub-Regional Contributions to Stakeholder Involvement. Stakeholder initiatives are the primary responsibility of the national offices to strengthen partnerships in-country across diverse groups of people. However, the Confidence Building PMU located at Nile-Sec in Entebbe, Uganda, along with its staff at the sub-regional ENTRO and NELCU offices, will also play key roles to expand stakeholder involvement at the national level. Three supportive initiatives are foreseen: (i) regional strategy definition for support to sub-regional and national levels; (ii) capacity enhancement; (iii) creating national support to regional M&E; (iv) dissemination of effective stakeholder inclusion activities; and (v) dialogue with regionally organized civil society groups.

In the first year, the PMU stakeholder/confidence-building specialist, along with the stakeholder/confidence building specialists placed in the ENTRO and NEL-CU sub-regional offices will concentrate on devising regional/sub-regional operational strategies to support national strategies---first with the sub-regional staff and then with national CBSI staff as they are put in place. Providing situations where PMU and sub-regional and national confidence building/stakeholder inclusion specialists can meet and define these action-oriented strategies will be a regional responsibility. The new Global Development Learning Networks that provide video conferencing within and between countries can be utilized for more frequent meeting. Adoption of the most effective strategies will be the output of these discussions. Division of participation strategies that are culturally bound and those that work across boundaries is of particular interest here.

Capacity enhancement---particularly in terms of substantive participation approaches---will be a key PMU activity. Introducing all CBSI project staff to the participatory approach described earlier, and what they mean for other aspects of Project work is critical for success. Also, identification of sub-regional teams that can assist with in-country work provides national teams with further resources.

The PMU is responsible for regional evaluation of Project activities. Although impact itself will require some time to materialize, timely assessments of incoming data should provide insights into what sub-regional and national strategies are working well, and which are not. This should assist in the quick expansion of the most effective strategies. Finally, regional dissemination of effective strategies for stakeholder inclusion provides an important backdrop to national activities. Dissemination activities will, in particular contribute to participation initiatives and their systemization across the basin.

Finally, establishing effective dialogue with regionally organized groups of civil society interested in NBI activities such as the Nile Discourse will be a key stakeholder responsibility allocated to the regional PMU. National and sub-regional CBSI staff will also be involved, but the regional PMU will be responsible for coordination of activities.

| <i>Main Tasks and Activities: Regional PMU Contributions to Stakeholder Inclusion</i> |
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| 1. Provide strategic support to sub-regional and national stakeholder initiatives to enhance involvement of key stakeholder---decision-makers, opinion-makers, and local riparian users |
| 2. Provide participation training as needed to expand national and sub-regional capacity |
| 3. Provide feedback and advice to sub-regional and national offices on effective stakeholder strategies based on analysis of regional M&E data |
| 4. Provide ‘policy notes’ on problems and best practices concerning stakeholder inclusion to national coordinators, sub-regional staff, and other interested parties |
| 5. Arrange cross-pollination of methods, ideas, and success stories for stakeholder inclusion across the full range of NBI and SAP programs |
| 7. Liaise with national NBI related ministries, as requested, in development of regional stakeholder participation practices |
| 8. Liaise with regional civil society networks such as the Nile Discourse |

5.3.2. Situation Analysis of Country Participation Activity. This sub-component identifies what is currently going on in-country in terms of participation once the CBSI national staff is on board. Every country has numerous and substantial ongoing activities, and the intent of CBSI is to complement, support, and expand these already established activities to the greatest extent possible. What kind, where, and who with are key questions. Once these questions are answered, and combined with the baseline research on the three stakeholder groups, the Project can then realistically implement the catalyzing aspect of its design and implementation strategy.

Effective participatory action also requires a good analytical understanding of the differing local level institutional base of all key stakeholders. This is particularly important for local communities and their various riparian users groups. Tapping into existing information, if available, concerning local level institutions is a key step in this preliminary situation analysis. If not available, initiating action research on this issue should be considered.

| <i>Main Activities and Tasks for Situation Analysis</i> |
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| 1. Identify complementary stakeholder and participation activities/organizations/ institutional structures at government and NGO levels. |
| 2. Identify levels and issues of in-country poverty diagnostics |
| 3. Identify key gaps and define strategic initiatives for greater stakeholder input |

5.3.3. Participation Policy Framework within NBI Related Ministries. A key starting point to establish more effective participation and stakeholder inclusion will be working with NBI related ministries of each country. Stakeholder involvement has been adopted as a priority within NBI, but consistent policy is lacking to guide governments, donors, and agencies responsible for implementing NBI projects. To some, stakeholder involvement and participation may mean little more than tacit consultation with a handful of project beneficiaries. To others, it may mean highly participatory interaction with a wide range of civil society organizations, beginning during a project’s early planning stage. Tensions may exist between those who feel they need to control public input and those who

believe that full public participation is the most advantageous policy in the long run, despite its inherent risks. These tensions need to be worked out in a realistic policy framework that makes sense for cooperative development of the Nile basin.

Changing from minimal participation strategies to a more substantive approach, as noted earlier is necessary for success. Moving from minimalist approaches that create top-down *beneficiary* relations with stakeholders to a more substantive participation that creates *partners* and mutual ownership increases sustainability and positive impact. In this approach, key *accountability* and *transparency* mechanisms are expanded.

For example, ‘sector service report cards’ can be jointly developed when water ministries and civil society cooperate, providing necessary information to both groups. This report card can grade a number of selected sector services---e.g. water quality, water quantity, irrigation services useful to all groups, etc. In other words, it creates accountability and transparency. In time, these monitoring mechanisms establish themselves as viable institutions based on partner actions between government and civil society.

Consistent use of more substantive participation approaches, with outcomes like these, will strengthen all NBI initiatives. CBSI assistance to SVP, SAP, and NBI related ministry program initiatives interested in upgrading participation will therefore be strongly emphasized. Collaboration with the SVP Applied Training Project is envisioned to integrate participation and technical training where appropriate.

| <i>Main Activities and Tasks for Participation Policy</i> |
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| 1. Identify current participation approaches through Situation Analysis |
| 2. Collaborate with related ministries to strengthen participation policy and practice |
| 3. Conduct series of national capacity building workshops, in collaboration with the SVP Training Project where appropriate, for NGO’s networks, government staff, and SVP or SAP projects |

5.3.4. Support Development of Formal Stakeholder Engagement. For each of the stakeholder groups that NBI is concerned with, certain activities have been identified as crucial for start-up across countries. *Decision-makers* outside of the Ministry of Water need to be better informed and involved in NBI activities. Therefore inter-ministerial seminars and meetings to begin collective discussion and collaborative action on key NBI issues is essential. *Opinion leaders*---both male and female---need good solid information on NBI and a variety of venues to discuss how to move forward. Otherwise, there is a risk that Nile basin initiatives can become inappropriately politicized through misleading information. This public information activity requires a strong participatory base so that differing perspectives can be discussed. Interactive workshops, public events, and individual briefings are some of the anticipated initiatives.

Local riparian users---with an explicit focus on women---need to be established as active partners of NBI rather than simply its passive beneficiaries. While the designation of local riparian users as a key group was the same across countries, actually ‘who’ they are will vary considerably. In some countries there was the classic emphasis on small farmers living close to the river, tributaries, and lakes. Others identified urban dwellers with their water quality concerns, and polluters of various kinds as key local users.

Inputs and suggestions from each of the three primary groups of stakeholders can make real differences in end results. For example, both poverty reduction and equitable development impacts can be improved through relatively small adjustments. Governments tend to focus on the technical economic aspects of

investment---certainly a main concern. But it is often the political or social inputs that make the critical difference for long-term sustainability and positive impact.

To guarantee these types of positive impacts are systemized, CBSI will promote establishment of formal mechanisms of participation between national governments and their civil societies. To be effective participatory input cannot remain ad-hoc, but will need recognition and formalization. CBSI therefore places strong emphasis on collaboration with NBI related ministries to help devise and formalize effective national participation mechanisms and structures. This formalization of structures is what allows riparians and all of civil society to *influence* NBI policies and investment programs in a transparent and accountable way. This CBSI focus also reflects an SVP objective, promoting formal mechanisms of participation to ensure achievement of social development outcomes.

| <i>Main Activities and Tasks for Formal Stakeholder Engagement</i> |
|---|
| 1. Identify and clarify constituency concerns of the three stakeholder groups |
| 2. Assist the NBI, SVP, and SAP, through appropriate interactions and social analysis, to understand concerns and possible impact of constituency issues; |
| 3. Support establishment of formal participation mechanisms; |
| 4. Link information and analysis received to stakeholder forums & confidence-building activities |

5.3.5. Strengthen Stakeholder Networks. The NBI framework is based on the idea that win/win solutions can be enhanced if collaborative or participatory problem solving is utilized. So far, solution seeking has been confined to Nile basin policy makers and technicians. Stakeholder networks and forums are a means of expanding formalized methods of solution seeking to civil society, and will be done in collaboration with existing networks such as the Nile Discourse. Networks and forums can involve key stakeholders in collaborative problem solving at many levels, expanding voice and inclusion in meaningful ways. For example, CBSI wishes is to identify those actions/investments that contribute to equitable development and poverty reduction from the perspective of diverse civil society groups. Stakeholder Forums is a method by which these activities can be scaled-up and formalized. It is, of course, the choice of civil society groups, whether this activity actually goes forward.

How Stakeholder networks and forums are organized are important to their success. For problem solving and solution seeking they can be most effectively organized around the four-point participation approach, as illustrated in the introduction to this section. But if these networks are to be truly effective they will also combine the two participatory factors---‘collective analysis’ and ‘participatory monitoring’---with existing ‘expert analysis’. Without this step, the program implications identified by civil society groups may not be sufficiently informed by expert technical information on the realistic investments available for consideration, or expert poverty analysis on the structural determinants contributing to equitable growth.

Stakeholder networks depend upon constituency representation---both formal and informal. Once networks have been identified or established, every effort will be made to facilitate the positive capacity of stakeholders, particularly those who are recognized leaders, to represent their constituency needs and perspectives, as well as resolve conflicts. Expert analysis will also be made available to assist formulation of Forum contributions. When regional analysis is required, the SVP Project on Socio-Economic Benefits will be requested to contribute ‘expert analysis’ concerning the issues being considered. Using these capacity building procedures, Forum findings should measurably contribute to definitions of NBI policies, investments, and programs to enhance equitable development and effective poverty reduction.

| <i>Main Activities and Tasks to Establish Forum Networks</i> |
|---|
| 1. Identify networks, and establish new ones where needed |
| 2. Support networks to meet and function |
| 3. Improve the capacity of stakeholders to represent constituency needs and perspectives |
| 4. Identify and incorporate ‘expert analysis’ that will assist Forum deliberations |
| 5. Organize events that explore interactions of ‘participatory’ and ‘expert’ analysis in terms of poverty reduction and technical priorities with SVP, SAP, and civil society organizations |
| 6. Support capacity building that incorporates methods, both global and indigenous, of negotiation, conflict, resolution, and consensus building |

5.3.6. Participation Training and Advisory Services on Demand. The Water Ministry and other involved government agencies, SVP and SAP projects, as well as ENSAP and NELSAP are the general beneficiaries of the CBSI Project’s initiatives and activities. Also, the NBI office is expected to call on the Project’s participation expertise on an as needed basis. However, there will be times when national agencies or interested organizations may want to ask for specialized assistance in the area of stakeholder inclusion.

With some budget support from these agencies, the Project will be available to provide advice on participation and stakeholder inclusion. Advice or training sessions may include the following subjects among others: 1) introduction and assessment of the four-point participation process; 2) introduction and assessment of accountability and transparency mechanisms that work; 3) how to assess and involve stakeholder institutions, particularly local level institutions; 4) how to combine expert and collective analysis in the participation process; 4) and how to design and operationalize participatory M&E.

| <i>Main Activities and Tasks to Training & Advisory Services</i> |
|--|
| 1. Assist Ministry, SVP, and SAP to utilize Stakeholder Forum outcomes |
| 2. Assist NBI programs develop systemized and adequate approach to participation |
| 3. Provide stakeholder involvement advice/training to other involved ministries |
| 4. Provide stakeholder involvement advice/training to SVP and SAP projects. |

COMPONENT #4: Confidence Building

Expanded confidence that cooperation is a rational agenda is now needed across the Nile basin. In pre-appraisal consultations for CBSI, people across the basin put a strong (and similar) emphasis on ways to establish and expand mutual confidence in expanded cooperation. Exchanges for cultural, environmental, academic, sports and media events were brought up for discussion in every country visited. For cultural activities a variety of annual music or fine arts festivals were proposed. Almost every country identified a ‘friends of the Nile’ organization that deserved expansion. There was high interest in Nile basin sports teams, involvement of school children in exchange programs, as well suggested emphasis on the shared spiritual values attributed to the Nile River. All countries wanted to continue conferences similar to the Nile 2002 conference series.

Obviously all these activities expand common cultural and social roots, and therefore enhance confidence among regional groups. To be effective however, confidence building cannot simply be about creating a shared, but transient, aura of collective well-being, no matter how rooted in the culture. So, in order to effectively support the planning and implementation of what may otherwise seem to be a nebulous and

undefined process of confidence building between people and among societies, CBSI will undertake two strategically targeted tasks with a specific methodology. Confidence building has two facets:

3. Confidence between the parties - Building confidence between the different riparian countries in each other as neighbors and partners at all levels,
4. Confidence in the task - Building confidence in each of the parties that they can actually achieve the development objectives of the NBI.

‘Building confidence between the parties’ requires recognizing the link between *individual experiences and relationships* and the building of *new societal agreements*. For the most part, exchanges that build personal relationships across diverse groups or emphasize personal experience of a new and different situation are regarded as good support to negotiation around difficult issues, but not as critically essential. Part of this is because the gap between the issues involved (such as poverty), and the impact that individual can bring to bear seems to be relatively large. However, when these individual experiences are seen as the starting point for more collective consideration of societal compacts and agreements, we begin to understand how confidence building actually works. Linking individual experiences and relations with the building of new societal agreements allows cooperation to thrive and common futures be viewed as a realistic possibility.

Based on the two confidence building objectives outlined here, sub-components for Confidence building project component include the following: (i) regional PMU contributions to confidence building; (ii) national planning for confidence building; (iii) sub-regional/country efforts to build trust among the parties; (iv) building confidence in the task; and (v) training and advisory services on demand.

5.4.1 Regional PMU Coordination and Management Contributions to CBSI. Primary responsibility for identification and implementation of confidence building activities rests with the countries of the sub-region, with the national coordinators playing a key sub-regional role supported by the regional and sub-regional staff. The regional PMU will be responsible for several key regional activities, including management of the Confidence Building Fund, and planning of conferences.

Setting-up and running the regional Confidence Building Fund is a critical component of success. To ensure maximum impact from the Confidence Building Fund, it is designed to respond quickly to national and sub-regional proposals that have identified a new opportunity. This focus allows countries and sub-regions to implement their prioritized activities without undue delay, and to respond flexibly to new opportunities in an accountable manner. It will be the responsibility of the PMU, based on the generic TORs forthcoming from the SVP, to set up selection criteria, process procedures, and effectively manage the flow of national proposals in a timely manner.

Planning and implementation of the bi-annual Nile Conference has been proposed as a major Nile-Sec responsibility. Based upon outcomes of an ongoing assessment on the Nile conferences funded by Canada, three SVP projects, Applied Training Project, the Socio-Economic Benefit Sharing Project, and CBSI, along with the SVP Coordinating Project, are ready to support the organization of regional bi-annual ‘Nile Conference along with Nile-Sec. While each can bring some funding for specific costs, further outside and private sector funding will be necessary. In addition, each of the National NBI offices will be organize (or co-organize), if feasible, a national ‘Nile Conference on alternative years, again with access to outside funding. CBSI will provide support to these NBI efforts.

In terms of stakeholders, there is agreement that previous conference focus on academic opinion makers and policy-makers should be continued. However, there was also interest in greater focus given to local

‘opinion-makers’ and ‘riparian users’. Opinion leaders are relatively easy to factor in, but ‘local riparian users’ present a greater effort. One of the better ways to accomplish effective incorporation of local users is to utilize outputs and representatives from the Stakeholder Networks that have been established under the Stakeholder Involvement component. Presenting local stakeholder inputs at regional conferences brings new and relevant perspectives that impact on poverty reduction and sustainability.

| <i>Activities and Tasks for PMU/Sub-Regional Contributions to Confidence Building</i> |
|--|
| 1. Open and manage Regional Confidence Building Fund in an effective and timely manner for sub-regional initiatives (e.g, festivals, exchanges, Network forums) |
| 2. Provide strategic support for identification of confidence building activities with CBSI staff at sub-regional offices |
| 3. Support in collaboration with other SVP projects, a bi-annual Nile Conference featuring feedback from national and sub-regional stakeholder forums |
| 4. Identify and highlight successes/achievements across Continent and within NBI countries, and design workshops/conferences to incorporate this learning and practice into NBI activities |

5.4.2. **National Planning for Confidence Building.** Facilitation of sub-regional planning among national coordinators is key for Confidence building activities. The CBSI Project therefore plans to initiate sub-regional planning exercises as early as possible. Once one planning meeting has been completed, it is expected that further planning can take place through e-mail and tele-conferences. Also, the ‘Global Distance Learning Networks’, mentioned earlier, with facilities available for video-conferencing, is now available in Egypt, Sudan, Ethiopia, and Uganda. This provides an alternative to face-to-face meetings, not only among national coordinators, but also for interested civil society groups.

There are two critical factors in sub-regional planning for confidence building that are often forgotten. The first is participatory planning. To facilitate fast startup for preliminary initiatives however, first actions could be pulled from the pool of suggestions given during the preliminary design phase of this project, around which there was consensus. The second critical factor is early arrangements for participatory monitoring of impact. Using the attitudes, as expressed in the previously mentioned baseline research will enhance Project ability to measure relevance and impact fairly quickly. Impact measurement will be regarded as a critical aspect of good management for this component.

| <i>Activities and Tasks for Multi-country/National Planning for Confidence Building</i> |
|---|
| 1. Meet and plan with other Project national coordinators |
| 2. Develop detailed annual work plan for confidence building activities |
| 3. Identify key funding and programming partners, including SVP or SAP programs |
| 4. Prepare and submit detailed proposals to drawdown fund |
| 5. Monitoring |

5.4.3. **Sub-Regional/Country Efforts to Build Trust Among Parties.** Project design consultations across the basin strongly identified the necessity for enhanced trust and confidence between the parties. These types of activities, as discussed earlier, obviously enhance shared cultural roots, and therefore build confidence among regional groups. But, as discussed earlier, building confidence in cooperation and common futures requires more than that. The following

three broad methodologies provide a context for specific activities at project level, and for benchmarks to evaluate impact. The three methods are:

- Relational – building personal and working relationships between persons from different countries and backgrounds. As personal relationships are established and built, differences are de-mythologized and trust is developed enabling discussions and negotiations to be more fruitful and efficient. This is often a process which occurs over time through mutual and diverse experience. Activities need to be designed to provide people with time and ‘space’ to develop relationships. This may be intensive and expensive and should be designed to enhance strategic relationships between decision and opinion makers, as well as selected groups of local riparians.
- Experiential – people learn more from experiencing things for themselves than through being told of them by others---not all minds and perceptions are changed through arguments or persuasion. Effective changes in perceptions and attitudes can therefore be promoted through designing and carrying out activities which enable people to see and experience new realities for themselves. This would include exchanges, interactions, tours, field trips among groups such as parliamentarians, journalists, ministers, private sector leaders, and leaders (women and men) of rural producer organizations.
- **Societal Perceptions** – building positive perceptions on a broad public level will contribute towards public confidence between neighboring countries and will assist in building the political and social space for the promotion of cooperation. It is the *link* between expanded individual relations and experiences to collective development of new social agreements that make the difference in confidence building. Once a new compact has been introduced, confidence building uses public information and cultural events to expand collective social energy around the issue. But as noted earlier, new agreements, laws, regulations and development priorities won’t have real sustained impact *until* civil society decides that a particular new compact enhances their own societal values, and thus worth of social enforcement.

It is suggested that the linking of these factors be incorporated into the selection criteria to be developed by CBSI. Also, confidence-building activities will be most effective if it features collaboration of several countries. Preliminary initiative can come from proposals generated at either the sub-regional or country level.

| <i>Activities and Tasks for Building Trust between Parties</i> | |
|---|---------------|
| 1. Implement confidence building activities in terms of approved proposals that will build relations, allow for common experiences, and build positive societal perceptions | build |
| 2. Use public information channels and stakeholder forums to disseminate and discuss proposed societal agreements and compact | newly |
| 3. Initiate festivals and competitions at sub-region levels to celebrate NBI successes, emphasizing role of cooperation among countries and diverse stakeholders | event |
| 4. Work with national/sub-regional public and private partners for confidence-building | event funding |

5.4.4. **Building Confidence in the Task.** Building ‘confidence in the task’ requires the same linkage between individual experiences and the changing of collective societal agreements outlined above. In order to reach the ambitious goals of the NBI, it is essential that the countries involved, as represented by their technical scientists and politicians, have the confidence that these goals are achievable. Without such confidence it is likely that the risks may be perceived as too great. There exists a degree of skepticism amongst government and civil society that the task is achievable that also must be addressed.

Confidence in the task will be strengthened through two types of activity. The first activity will be based on individual and group exchanges, visits, and conferences to see and review similar successes in other countries and regions. The second activity will be based on activities that illustrate the *rationality* of cooperation, and how cooperation actually expands resources and capacity. Identification within NBI of complex or contentious issues by level of difficulty at both the political and technical levels can then allow various teams to tackle the least difficult issue first, building a track record of success and encouraging further effort.

| <i>Activities and Tasks for Building Confidence in the Task</i> |
|--|
| 1. Support SVP and SAP to identify and act on technical problems that are most easily resolved to build track record of success |
| 2. Implement confidence building activities in terms of approved proposals that strengthen confidence in technical solutions among key stakeholders – decision-makers, opinion leaders, and local riparian leaders (men and women) |
| 3. Design and host events that feedback information and insights from regional and sub-regional conferences to national levels |

5.4.5. **Training and Advisory Services on Demand.** A number of organizations (e.g. SAP sub-regional offices, SVP projects, water ministries) have an expressed interest in either staging or collaborating in confidence building activities, and are already the general beneficiaries of the Project’s activities. But capacity for effective confidence building activities requires attention to a number of issues that are not immediately apparent. One of the greatest dangers is that large amounts of funding can be used implement programs that have only transient effect. So there will be times when NBI programs, national agencies, or interested organizations may want more intensive advice or training on how to plan and stage effective confidence building programs.

With some budget support from interested agencies or private sector groups, the Project will be available to provide advice or training on the following: 1) how to identify and select activities that will increase intellectual awareness of NBI objectives, and expand existing social cohesion around these objectives; 2) how to market ideas and build effective financial partnerships for implementation; 3) how to undertake and conduct inclusive and participatory planning; 4) how to organize events and capitalize on shared interest; and 5) how to set participatory monitoring and feedback systems that work.

| <i>Activities and Tasks for Training and Advisory Services</i> |
|--|
| 1. Develop training program that presents a systemized approach to confidence building |
| 2. Implement training program according to plan |
| 3. Collaborate with PMU so that sub-regional initiatives complement regional initiatives |

6. Measurement Of Project Components

This detailed project description has attempted to outline **concrete actions** that will lead to the completion of CBSI goals and objectives. But actions to increase citizen information, expand stakeholder inclusion, and increase confidence building are nebulous to define and difficult to measure. For example, stakeholder participation may be relatively easy in one situation, but difficult in the next, given changing political and social contexts. So, it must be acknowledged that too great a specificity on particular activities will diminish capacity to *achieve* the stated objectives, while too much generalization will diminish capacity to *measure* actual results. Therefore, an effective balance between specificity and flexibility is required.

Therefore, a variety of activity and intensity to accomplish each defined sub-component is to be expected. Because of these complexities, the CBSI Project will place a strong and continuing focus on continuing measurement to establish impact, as well as for guidance concerning future priorities. Each of these measurement activities will then act as an iterative learning tool for CBSI, the SVP projects, and NBI itself. Measurement activities include:

- Base-line data from ten countries describing key views, attitudes, and behaviors of primary stakeholder will be used for longer-term impact assessment;
- Media monitoring from ten countries will allow short-term assessment of project actions and NBI acceptance;
- Impact and participatory monitoring of selected situations (e.g investment project planning where stakeholders have been involved; opinion –maker and riparian user exchanges that have been followed up with workshops and forums to establish agreement on issues)
- Mid-term project review is planned for in three years, at end of phase one.

Measured results of participatory programs that attempt to expand trust and create greater societal stability are relatively rare. CBSI intends, however, be an exception. Measurement of results is critical for regional and national programs attempting to understand and act upon the complex social realities involved in reducing poverty and expanding broad-based prosperity.

**ANNEX THREE: ESTIMATED BASE COSTS FOR INITIAL (3 YR.)
AND FULL (6 YR) PROJECT CONFIDENCE BUILDING
AND STAKEHOLDER INVOLVEMENT PROJECT**

| Componentwise Project Costs | Yr1(i) | Yr1(f) | Y2(i) | Y2(f) | Y3(i) | Yr3(f) | Yr4(f) | Yr5(f) | Yr6(f) | Total(i) | Total(f) |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Component#1Regional/Sub-Regional/National Management | 765,880 | 1,193,865 | 742,600 | 1,190,740 | 773,100 | 1,339,500 | 1,319,500 | 1,319,500 | 1,339,500 | 2,281,580 | 7,702,605 |
| Component # 2 Public Information | 146,750 | 190,500 | 186,350 | 244,700 | 186,350 | 244,700 | 244,700 | 244,700 | 244,700 | 519,450 | 1,414,000 |
| Component # 3 Stakeholder Involvement | 111,250 | 155,000 | 148,350 | 206,700 | 148,350 | 206,700 | 206,700 | 206,700 | 206,700 | 407,950 | 1,188,500 |
| Component # 4 Confidence Building | 161,250 | 205,000 | 223,350 | 281,700 | 298,350 | 356,700 | 356,700 | 356,700 | 356,700 | 682,950 | 1,913,500 |
| NileSEC costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PSA costs | 94,810 | 139,549 | 104,052 | 153,907 | 112,492 | 171,808 | 170,208 | 170,208 | 171,808 | 311,354 | 977,488 |
| Total costs (without contingencies) | 1,279,940 | 1,883,914 | 1,404,702 | 2,077,747 | 1,518,642 | 2,319,408 | 2,297,808 | 2,297,808 | 2,319,408 | 4,203,284 | 13,196,093 |

| Loan Category | Loan Amount (\$ mill) | |
|----------------------------|------------------------------|--------------|
| | Initial | Full |
| (with contingencies) | | |
| Administration & Operation | 0.90 | 4.82 |
| Consultants | 3.01 | 8.14 |
| Training & Studies | 0.29 | 0.80 |
| Equipment & Vehicles | 0.18 | 0.42 |
| Unallocated | 0.17 | 0.57 |
| TOTAL NBTF | 4.55 | 14.76 |

Note: /a = Component 1 Base Project cost is sum of all PMU related staff, equipment & veh, O&M, and operation travel **plus** national coordinators, half of country office IT equipment, its O&M and half of country office travels
b/ c/ and d/= Components 2, 3, and 4 of Base Project include all PMU **plus half of Program Activities**

NILE BASIN INITIATIVE
CONFIDENCE BUILDING & STAKEHOLDER INVOLVEMENT INITIAL PROJECT
Components: Initial Project Cost Summary

| | <u>Local</u> | <u>Foreign</u> | <u>Total</u> | <u>% Foreign Exchange</u> | <u>% Total Base Costs</u> |
|---|--------------|----------------|----------------|-----------------------------------|-----------------------------------|
| A. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION /a | | | | | |
| 1. Regional & National Project Set-up /b | 27.0 | 480.6 | 507.6 | 95 | 12 |
| 2. Country Level National Office Set-up | - | 604.5 | 604.5 | 100 | 14 |
| 3. Office Equipment & Vehicles | 34.5 | 138.1 | 172.6 | 80 | 4 |
| 4. Office Operation & Maintenance | 153.9 | 470.0 | 623.8 | 75 | 15 |
| 5. Publication, Translation and Printing | 32.6 | 130.4 | 163.0 | 80 | 4 |
| 6. Audit and Promotion | 9.0 | 201.0 | 210.0 | 96 | 5 |
| Subtotal REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION | 257.0 | 2,024.6 | 2,281.6 | 89 | 54 |
| B. PUBLIC INFORMATION | | | | | |
| 1. Regional & Sub-regional PMU Role in PI | - | 359.0 | 359.0 | 100 | 9 |
| 2. Program Activities | 32.1 | 128.5 | 160.7 | 80 | 4 |
| Subtotal PUBLIC INFORMATION | 32.1 | 487.5 | 519.7 | 94 | 12 |
| C. STAKEHOLDERS INVOLVEMENT | | | | | |
| 1. Regional & Sub-regional PMU contribution to SI | - | 247.5 | 247.5 | 100 | 6 |
| 3. Program Activities | 32.1 | 128.5 | 160.7 | 80 | 4 |
| Subtotal STAKEHOLDERS INVOLVEMENT | 32.1 | 376.0 | 408.2 | 92 | 10 |
| D. CONFIDENCE BUILDING /c | | | | | |
| 1. Program Activities | 32.1 | 128.5 | 160.7 | 80 | 4 |
| 2. Regional & Sub-regional PMU contribution to CB | 82.5 | 440.0 | 522.5 | 84 | 12 |
| 3. Training and Advisory Service on Demand | - | 311.4 | 311.4 | 100 | 7 |
| E PSA SERVICE FEES | - | 311.4 | 311.4 | 100 | 7 |
| Subtotal CONFIDENCE BUILDING | 114.6 | 879.9 | 994.5 | 88 | 24 |
| Total NBTf BASELINE COSTS | 435.9 | 3,768.0 | 4,203.9 | 90 | 100 |
| Physical Contingencies | 20.4 | 141.8 | 162.2 | 87 | 4 |
| Price Contingencies | 11.4 | 175.2 | 186.5 | 94 | 4 |
| Total NBTf PROJECT COSTS | 467.7 | 4,084.9 | 4,552.6 | 90 | 108 |
| GOVERNMENTS' CONTRIBUTIONS IN KIND (inclgd. Contingencies) | 191.8 | - | 191.8 | - | 4 |
| TOTAL PROJECT COSTS | 659.5 | 4,084.9 | 4,744.4 | 90.0 | 112.0 |

\a Practitioners includes policy decision makers, management staff

\b Regional Project Management at Entebbe, Uganda

\c Stationed in Entebbe, Uganda with NILESEC

NILE BASIN INITIATIVE
CONFIDENCE BUILDING & STAKEHOLDER INVOLVEMENT PROJECT
Initial Project Components by Year -- Base Costs
(US\$ '000)

| | 2004 | 2005 | 2006 | Total |
|---|----------------|----------------|----------------|----------------|
| A. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION /a | | | | |
| 1. Regional & National Project Set-up /b | 227.2 | 130.2 | 150.2 | 507.6 |
| 2. Country Level National Office Set-up | 63.0 | 267.0 | 274.5 | 604.5 |
| 3. Office Equipment & Vehicles | 172.6 | - | - | 172.6 |
| 4. Office Operation & Maintenance | 193.0 | 215.4 | 215.4 | 623.8 |
| 5. Publication, Translation and Printing | 40.0 | 60.0 | 63.0 | 163.0 |
| 6. Audit and Promotion | 70.0 | 70.0 | 70.0 | 210.0 |
| Subtotal REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION | 765.9 | 742.6 | 773.1 | 2,281.6 |
| B. PUBLIC INFORMATION | | | | |
| 1. Regional & Sub-regional PMU Role in PI | 103.0 | 128.0 | 128.0 | 359.0 |
| 2. Program Activities | 43.8 | 58.5 | 58.5 | 160.7 |
| Subtotal PUBLIC INFORMATION | 146.8 | 186.5 | 186.5 | 519.7 |
| C. STAKEHOLDERS INVOLVEMENT | | | | |
| 1. Regional & Sub-regional PMU contribution to SI | 67.5 | 90.0 | 90.0 | 247.5 |
| 3. Program Activities | 43.8 | 58.5 | 58.5 | 160.7 |
| Subtotal STAKEHOLDERS INVOLVEMENT | 111.3 | 148.5 | 148.5 | 408.2 |
| D. CONFIDENCE BUILDING /c | | | | |
| 1. Program Activities | 43.8 | 58.5 | 58.5 | 160.7 |
| 2. Regional & Sub-regional PMU contribution to CB | 117.5 | 165.0 | 240.0 | 522.5 |
| 3. Training and Advisory Service on Demand | | | | |
| E. PSA SERVICE FEES | 94.8 | 104.1 | 112.5 | 311.4 |
| Subtotal CONFIDENCE BUILDING | 256.1 | 327.5 | 410.9 | 994.5 |
| Total NTBF BASELINE COSTS | 1,279.9 | 1,405.0 | 1,518.9 | 4,203.9 |
| GOVERNMENTS' CONTRIBUTION (base costs) in kind | 21.0 | 84.0 | 84.0 | 189.0 |
| Total PROJECT COSTS | 1,300.9 | 1,489.0 | 1,602.9 | 4,392.9 |

\a Practitioners includes policy decision makers, management staff

\b Regional Project Management at Entebbe, Uganda

\c Stationed in Entebbe, Uganda with NILESEC

NILE BASIN INITIATIVE
CONFIDENCE BUILDING & STAKEHOLDER INVOLVEMENT PROJECT
Initial Project Components by Year -- Totals Including Contingencies
(US\$ '000)

| | 2004 | 2005 | 2006 | Total |
|---|----------------|----------------|----------------|----------------|
| A. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION /a | | | | |
| 1. Regional & National Project Set-up /b | 239.2 | 136.9 | 162.8 | 538.8 |
| 2. Country Level National Office Set-up | 65.9 | 283.0 | 295.4 | 644.2 |
| 3. Office Equipment & Vehicles | 187.0 | - | - | 187.0 |
| 4. Office Operation & Maintenance | 205.4 | 231.8 | 233.9 | 671.2 |
| 5. Publication, Translation and Printing | 42.6 | 64.6 | 68.5 | 175.7 |
| 6. Audit and Promotion | 74.6 | 75.5 | 76.4 | 226.5 |
| Subtotal REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION | 814.8 | 791.7 | 837.0 | 2,443.4 |
| B. PUBLIC INFORMATION | | | | |
| 1. Regional & Sub-regional PMU Role in PI | 109.7 | 139.5 | 143.2 | 392.4 |
| 2. Program Activities | 47.3 | 64.7 | 66.1 | 178.0 |
| Subtotal PUBLIC INFORMATION | 157.0 | 204.2 | 209.3 | 570.4 |
| C. STAKEHOLDERS INVOLVEMENT | | | | |
| 1. Regional & Sub-regional PMU contribution to SI | 71.7 | 98.0 | 100.5 | 270.3 |
| 3. Program Activities | 47.3 | 64.7 | 66.1 | 178.0 |
| Subtotal STAKEHOLDERS INVOLVEMENT | 119.0 | 162.6 | 166.6 | 448.3 |
| D. CONFIDENCE BUILDING /c | | | | |
| 1. Program Activities | 47.3 | 64.7 | 66.1 | 178.0 |
| 2. Regional & Sub-regional PMU contribution to CB | 125.7 | 180.8 | 269.6 | 576.1 |
| 3. Training and Advisory Service on Demand | | | | |
| E. PSA SERVICE FEES | 101.1 | 112.2 | 123.0 | 336.3 |
| Subtotal CONFIDENCE BUILDING | 274.0 | 357.7 | 458.7 | 1,090.4 |
| Total NBTF PROJECT COSTS | 1,364.8 | 1,516.2 | 1,671.6 | 4,552.6 |
| GOVERNMENTS' CONTRIBUTIONS in kind | 21.2 | 85.5 | 85.1 | 191.8 |
| TOTAL PROJECT COSTS | 1,386.0 | 1,601.7 | 1,756.7 | 4,744.4 |

/a Practitioners includes policy decision makers, management staff

/b Regional Project Management at Entebbe, Uganda

/c Stationed in Entebbe, Uganda with NILESEC

Table 1. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION
Initial Project Detailed Costs
(US\$ '000)

| | Unit | Quantities | | | | Unit Cost - Negotiation |
|---|--------------|------------|------|------|-------|----------------------------|
| | | 2004 | 2005 | 2006 | Total | |
| I. Investment Costs | | | | | | |
| A. Mid-Level Professionals at Country offices /a | | | | | | |
| Mid-Level Professional for Gr. 1 (3 countries) /b | person-month | - | - | - | - | |
| Mid-Level Professionals for Gr. 2 (2 countries) | person-month | - | - | - | - | |
| Mid-level Professionals for Gr.3 (2 countries) | person-month | - | - | - | - | |
| Subtotal Mid-Level Professionals at Country offices | | | | | | |
| B. Limited Country Program (3 countries) /c | person-month | - | 2 | 3 | 5 | 7.5 |
| C. Public Opinion Research | | | | | | |
| Consultancy for Public Opinion Research /d | Lump Sum | | | | | |
| D. Office Equipment & Vehicles for Regional and Country Office | | | | | | |
| Regional/Sub-regional PMU equipment /e | lot | 1 | - | - | 1 | 55.39 |
| Regional/Sub-regional PMU Vehicles | lot | 1 | - | - | 1 | 35 |
| National Offices Equipment /f | lot | 7 | - | - | 7 | 11.75 |
| National Offices Vehicles /g | Nos | - | - | - | - | |
| Subtotal Office Equipment & Vehicles for Regional and Country Office | | | | | | |
| Total Investment Costs | | | | | | |
| II. Recurrent Costs | | | | | | |
| A. Regional & National Project Set-up | | | | | | |
| Project Manager /h | person-month | 12 | 12 | 12 | 36 | 9 |
| Administration and Procurement Asst. /i | Person-Month | 8 | 12 | 12 | 32 | 0.75 |
| Office Assistant /j | person-month | 12 | 12 | 12 | 36 | 0.6 |
| Driver /k | person-month | 12 | 12 | 12 | 36 | 0.5 |
| Subtotal Regional & National Project Set-up | | | | | | |
| B. Country Level National Office Set-up /l | | | | | | |
| 1. National Coordinators | | | | | | |
| Group One 3 countries /m | person-month | 9 | 36 | 36 | 81 | 3 |
| Group Two 2 Countries /n | person-month | 6 | 24 | 24 | 54 | 3 |
| Group Three 2 Countries /o | person-month | 6 | 24 | 24 | 54 | 3 |
| Subtotal National Coordinators | | | | | | |
| C. Office Operation & Maintenance /p | | | | | | |
| PMU Office Renovation, Rent and Utilities /q | year | | | | | |
| Office Supplies | lump | 1 | 1 | 1 | 3 | 1 |
| Office Supplies for 7 national offices /r | lots | - | - | - | - | |
| IT Operation and Maintenance for PMU | L/S | 1 | 1 | 1 | 3 | 10 |
| IT Operation & Maintenance for 7 country Offices /s | nos | 3.79 | 7 | 7 | 17.79 | 1 |
| Vehicles O&M of PMU | months | 12 | 12 | 12 | 36 | 1.5 |
| Vehicles O&M for 7 country Offices /t | months | - | - | - | - | |
| Communication & Phones etc. of PMU /u | month | 12 | 12 | 12 | 36 | 2 |
| Communication & Phones etc. 7 countries | months | - | - | - | - | |
| Travel and Meetings for 7 country offices /v | USD | 3.97 | 7 | 7 | 17.97 | 5 |
| Subtotal Office Operation & Maintenance | | | | | | |
| D. Publication, Translation, Printing & distribution /w | | | | | | |
| Regional PMU office | lump | | | | | |
| Sub-Regional Offices | L/s | | | | | |
| Country Offices 7 nos /x | Lump | | | | | |
| Subtotal Publication, Translation, Printing & distribution | | | | | | |
| E. Audit and Promotion Material | | | | | | |
| Annual Audit | time/year | 1 | 1 | 1 | 3 | 15 |
| Promotion Material /y | l/s | | | | | |
| Subtotal Audit and Promotion Material | | | | | | |
| F. Media Monitoring PMU | | | | | | |
| | L/S | | | | | |
| G. Travel and Meetings of PMU | | | | | | |
| PMU Travel | trips | 10 | 20 | 20 | 50 | 1.6 |
| Steering Committee Meeting /z | times/year | 2 | 2 | 2 | 6 | 35.2 |
| Subtotal Travel and Meetings of PMU | | | | | | |
| Total Recurrent Costs | | | | | | |
| Total | | | | | | |

- la Appointment as per three groups of countries
- lb No mid level professional in Initial Project
- lc Three countries not included in the main program with half of total project
- ld Public Opinion
- le Using Standard sets and rates
- lf Provided only for seven countries with half of total project
- lg No provision of vehicles for seven countries
- lh Long-Term Consultant recruited by UNOPS and charged to Consultant Category
- li National hire Local Staff recruited by UNOPS and charged to Office operation costs
- lj Local recruit charged to Admin and O&M
- lk Local Recruit charged to Admin and O&M
- ll Office set-up costs in each country is not included. The space is provided by the national governments
- lm 7 Countries are divided into 3 groups, Consultant Long Term
- ln Long Term Consultancy
- lo Long Term Consultancy
- lp Standard Rates for PMU office and country office are used
- lq If it is sharing with NILESEC office, the cost is for office renovation and maintenance
- lr No office supplies
- ls Half of total project
- lt No vehicle for the country offices
- lu Local Phone Company
- lv Half of total project costs
- lw Local Shopping
- lx No provision for the country offices
- ly Brochures, Pamphlets, booklets etc.
- lz Standard detail Breakdown

Table 1. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION
Initial Project Detailed Costs
(US\$ '000)

| | Base Cost | | | | Totals Including Contingencies | | | |
|---|--------------|--------------|--------------|--------------|--------------------------------|--------------|--------------|----------------|
| | 2004 | 2005 | 2006 | Total | 2004 | 2005 | 2006 | Total |
| I. Investment Costs | | | | | | | | |
| A. Mid-Level Professionals at Country offices /a | | | | | | | | |
| Mid-Level Professional for Gr. 1 (3 countries) /b | - | - | - | - | - | - | - | - |
| Mid-Level Professionals for Gr. 2 (2 countries) | - | - | - | - | - | - | - | - |
| Mid-level Professionals for Gr.3 (2 countries) | - | - | - | - | - | - | - | - |
| Subtotal Mid-Level Professionals at Country offices | - | - | - | - | - | - | - | - |
| B. Limited Country Program (3 countries) /c | - | 15.0 | 22.5 | 37.5 | - | 16.3 | 25.1 | 41.5 |
| C. Public Opinion Research | | | | | | | | |
| Consultancy for Public Opinion Research /d | 100.0 | - | 20.0 | 120.0 | 108.3 | - | 22.8 | 131.1 |
| D. Office Equipment & Vehicles for Regional and Country Office | | | | | | | | |
| Regional/Sub-regional PMU equipment /e | 55.4 | - | - | 55.4 | 60.0 | - | - | 60.0 |
| Regional/Sub-regional PMU Vehicles | 35.0 | - | - | 35.0 | 37.9 | - | - | 37.9 |
| National Offices Equipment /f | 82.3 | - | - | 82.3 | 89.1 | - | - | 89.1 |
| National Offices Vehicles /g | - | - | - | - | - | - | - | - |
| Subtotal Office Equipment & Vehicles for Regional and Country | 172.6 | - | - | 172.6 | 187.0 | - | - | 187.0 |
| Total Investment Costs | 272.6 | 15.0 | 42.5 | 330.1 | 295.4 | 16.3 | 47.9 | 359.6 |
| II. Recurrent Costs | | | | | | | | |
| A. Regional & National Project Set-up | | | | | | | | |
| Project Manager /h | 108.0 | 108.0 | 108.0 | 324.0 | 111.4 | 114.2 | 117.1 | 342.7 |
| Administration and Procurement Asst. /i | 6.0 | 9.0 | 9.0 | 24.0 | 6.1 | 9.2 | 9.3 | 24.6 |
| Office Assistant /j | 7.2 | 7.2 | 7.2 | 21.6 | 7.3 | 7.4 | 7.4 | 22.0 |
| Driver /k | 6.0 | 6.0 | 6.0 | 18.0 | 6.1 | 6.1 | 6.2 | 18.4 |
| Subtotal Regional & National Project Set-up | 127.2 | 130.2 | 130.2 | 387.6 | 130.9 | 136.9 | 140.0 | 407.7 |
| B. Country Level National Office Set-up /l | | | | | | | | |
| 1. National Coordinators | | | | | | | | |
| Group One 3 countries /m | 27.0 | 108.0 | 108.0 | 243.0 | 28.2 | 114.3 | 115.8 | 258.3 |
| Group Two 2 Countries /n | 18.0 | 72.0 | 72.0 | 162.0 | 18.8 | 76.2 | 77.2 | 172.2 |
| Group Three 2 Countries /o | 18.0 | 72.0 | 72.0 | 162.0 | 18.8 | 76.2 | 77.2 | 172.2 |
| Subtotal National Coordinators | 63.0 | 252.0 | 252.0 | 567.0 | 65.9 | 266.6 | 270.2 | 602.8 |
| C. Office Operation & Maintenance /p | | | | | | | | |
| PMU Office Renovation, Rent and Utilities /q | 30.0 | 18.0 | 18.0 | 66.0 | 32.0 | 19.4 | 19.6 | 70.9 |
| Office Supplies | 1.0 | 1.0 | 1.0 | 3.0 | 1.1 | 1.1 | 1.1 | 3.2 |
| Office Supplies for 7 national offices /r | - | - | - | - | - | - | - | - |
| IT Operation and Maintenance for PMU | 10.0 | 10.0 | 10.0 | 30.0 | 10.6 | 10.8 | 10.9 | 32.3 |
| IT Operation & Maintenance for 7 country Offices /s | 3.8 | 7.0 | 7.0 | 17.8 | 4.0 | 7.5 | 7.6 | 19.2 |
| Vehicles O&M of PMU | 18.0 | 18.0 | 18.0 | 54.0 | 19.2 | 19.4 | 19.5 | 58.0 |
| Vehicles O&M for 7 country Offices /t | - | - | - | - | - | - | - | - |
| Communication & Phones etc. of PMU /u | 24.0 | 24.0 | 24.0 | 72.0 | 25.5 | 25.8 | 25.9 | 77.1 |
| Communication & Phones etc. 7 countries | - | - | - | - | - | - | - | - |
| Travel and Meetings for 7 country offices /v | 19.9 | 35.0 | 35.0 | 89.9 | 21.1 | 37.7 | 38.1 | 96.9 |
| Subtotal Office Operation & Maintenance | 106.6 | 113.0 | 113.0 | 332.6 | 113.5 | 121.6 | 122.6 | 357.7 |
| D. Publication, Translation, Printing & distribution /w | | | | | | | | |
| Regional PMU office | 6.0 | 15.0 | 15.0 | 36.0 | 6.4 | 16.1 | 16.3 | 38.8 |
| Sub-Regional Offices | 34.0 | 45.0 | 48.0 | 127.0 | 36.2 | 48.4 | 52.2 | 136.8 |
| Country Offices 7 nos /x | - | - | - | - | - | - | - | - |
| Subtotal Publication, Translation, Printing & distribution | 40.0 | 60.0 | 63.0 | 163.0 | 42.6 | 64.6 | 68.5 | 175.7 |
| E. Audit and Promotion Material | | | | | | | | |
| Annual Audit | 15.0 | 15.0 | 15.0 | 45.0 | 16.0 | 16.2 | 16.4 | 48.6 |
| Promotion Material /y | 10.0 | 10.0 | 10.0 | 30.0 | 10.6 | 10.8 | 10.8 | 32.2 |
| Subtotal Audit and Promotion Material | 25.0 | 25.0 | 25.0 | 75.0 | 26.6 | 26.9 | 27.2 | 80.8 |
| F. Media Monitoring PMU | 45.0 | 45.0 | 45.0 | 135.0 | 48.0 | 48.5 | 49.2 | 145.7 |
| G. Travel and Meetings of PMU | | | | | | | | |
| PMU Travel | 16.0 | 32.0 | 32.0 | 80.0 | 17.1 | 34.5 | 35.0 | 86.6 |
| Steering Committee Meeting /z | 70.4 | 70.4 | 70.4 | 211.2 | 74.9 | 75.7 | 76.3 | 227.0 |
| Subtotal Travel and Meetings of PMU | 86.4 | 102.4 | 102.4 | 291.2 | 92.0 | 110.2 | 111.3 | 313.5 |
| Total Recurrent Costs | 493.2 | 727.6 | 730.6 | ##### | 519.4 | 775.4 | 789.1 | 2,083.9 |
| Total | 765.9 | 742.6 | 773.1 | ##### | 814.8 | 791.7 | 837.0 | 2,443.4 |

- ∕a Appointment as per three groups of countries
- ∕b No mid level professional in Initial Project
- ∕c Three countries not included in the main program with half of total project
- ∕d Public Opinion
- ∕e Using Standard sets and rates
- ∕f Provided only for seven countries with half of total project
- ∕g No provision of vehicles for seven countries
- ∕h Long-Term Consultant recruited by UNOPS and charged to Consultant Category
- ∕i National hire Local Staff recruited by UNOPS and charged to Office operation costs
- ∕j Local recruit charged to Admin and O&M
- ∕k Local Recruit charged to Admin and O&M
- ∕l Office set-up costs in each country is not included. The space is provided by the national governments
- ∕m 7 Countries are divided into 3 groups, Consultant Long Term
- ∕n Long Term Consultancy
- ∕o Long Term Consultancy
- ∕p Standard Rates for PMU office and country office are used
- ∕q If it is sharing with NILESEC office, the cost is for office renovation and maintenance
- ∕r No office supplies
- ∕s Half of total project
- ∕t No vehicle for the country offices
- ∕u Local Phone Company
- ∕v Half of total project costs
- ∕w Local Shopping
- ∕x No provision for the country offices

Table 2. PUBLIC INFORMATION
Initial Project Detailed Costs
(US\$ '000)

| | Unit | Quantities | | | Total | Unit Cost - Negotiation |
|--|--------|------------|------|------|-------|----------------------------|
| | | 2004 | 2005 | 2006 | | |
| I. Investment Costs | | | | | | |
| A. Regional and Sub-regional PMU Role in PI | | | | | | |
| Public Information Officer (ENSAP) /a | months | 9 | 12 | 12 | 33 | 5 |
| Public Information Officer (NELSAP) /b | months | 9 | 12 | 12 | 33 | 5 |
| Consultancy for Web Design & Maintenance | Lump | | | | | |
| Subtotal Regional and Sub-regional PMU Role in PI | | | | | | |
| B. Program Activities | | | | | | |
| Group 1 Countries 3 nos. | nos. | 3 | 3 | 3 | 9 | 7.65 |
| Group 2 Countries 2 nos. | nos. | 2 | 2 | 2 | 6 | 7.65 |
| Group 3 Countries 2 nos. | nos. | 2 | 2 | 2 | 6 | 7.65 |
| Subtotal Program Activities | | | | | | |
| Total | | | | | | |

\a First year recruitment

\b First year recruit

| | Base Cost - Negotiation | | | | Totals Including Contingencies | | | |
|--|-------------------------|-------|-------|-------|--------------------------------|-------|-------|-------|
| | 2004 | 2005 | 2006 | Total | 2004 | 2005 | 2006 | Total |
| I. Investment Costs | | | | | | | | |
| A. Regional and Sub-regional PMU Role in PI | | | | | | | | |
| Public Information Officer (ENSAP) /a | 45.0 | 60.0 | 60.0 | 165.0 | 47.8 | 65.3 | 67.0 | 180.2 |
| Public Information Officer (NELSAP) /b | 45.0 | 60.0 | 60.0 | 165.0 | 47.8 | 65.3 | 67.0 | 180.2 |
| Consultancy for Web Design & Maintenance | 13.0 | 8.0 | 8.0 | 29.0 | 14.1 | 8.9 | 9.1 | 32.1 |
| Subtotal Regional and Sub-regional PMU Role in PI | | | | | | | | |
| | 103.0 | 128.0 | 128.0 | 359.0 | 109.7 | 139.5 | 143.2 | 392.4 |
| B. Program Activities | | | | | | | | |
| Group 1 Countries 3 nos. | 18.8 | 25.1 | 25.1 | 68.9 | 20.3 | 27.7 | 28.3 | 76.3 |
| Group 2 Countries 2 nos. | 12.5 | 16.7 | 16.7 | 45.9 | 13.5 | 18.5 | 18.9 | 50.9 |
| Group 3 Countries 2 nos. | 12.5 | 16.7 | 16.7 | 45.9 | 13.5 | 18.5 | 18.9 | 50.9 |
| Subtotal Program Activities | | | | | | | | |
| | 43.8 | 58.5 | 58.5 | 160.7 | 47.3 | 64.7 | 66.1 | 178.0 |
| Total | | | | | | | | |
| | 146.8 | 186.5 | 186.5 | 519.7 | 157.0 | 204.2 | 209.3 | 570.4 |

\a First year recruitment

\b First year recruit

Table 3. STAKEHOLDER INVOLVEMENT
Initial Project Detailed Costs
(US\$ '000)

| | Unit | Quantities | | | Total | Unit Cost - Negotiation |
|--|--------------|------------|------|------|-------|----------------------------|
| | | 2004 | 2005 | 2006 | | |
| I. Investment Costs | | | | | | |
| A. Regional & Sub-regional PMU contribution to SI | | | | | | |
| Confidence Building Officer /a | person-month | 4.5 | 6 | 6 | 16.5 | 5 |
| Confidence Building Officer (ENSAP) /b | person-month | 4.5 | 6 | 6 | 16.5 | 5 |
| Confidence Building Officer (NELSAP) /c | person-month | 4.5 | 6 | 6 | 16.5 | 5 |
| Subtotal Regional & Sub-regional PMU contribution to SI | | | | | | |
| B. Program Activities | | | | | | |
| Group 1 countries 3 nos. | nos | 3 | 3 | 3 | 9 | 7.65 |
| Group 2 countries 2 nos | nos | 2 | 2 | 2 | 6 | 7.65 |
| Group 3 countries 2 nos | nos | 2 | 2 | 2 | 6 | 7.65 |
| Subtotal Program Activities | | | | | | |
| Total Investment Costs | | | | | | |
| II. Recurrent Costs | | | | | | |
| Total | | | | | | |

\a Time Sharing with Tasks under Component 4

\b Time Sharing with Component 4

\c Time Sharing with Component 4

| | Base Cost - Negotiation | | | | Totals Including Contingencies | | | |
|--|-------------------------|-------|-------|-------|--------------------------------|-------|-------|-------|
| | 2004 | 2005 | 2006 | Total | 2004 | 2005 | 2006 | Total |
| I. Investment Costs | | | | | | | | |
| A. Regional & Sub-regional PMU contribution to SI | | | | | | | | |
| Confidence Building Officer /a | 22.5 | 30.0 | 30.0 | 82.5 | 23.9 | 32.7 | 33.5 | 90.1 |
| Confidence Building Officer (ENSAP) /b | 22.5 | 30.0 | 30.0 | 82.5 | 23.9 | 32.7 | 33.5 | 90.1 |
| Confidence Building Officer (NELSAP) /c | 22.5 | 30.0 | 30.0 | 82.5 | 23.9 | 32.7 | 33.5 | 90.1 |
| Subtotal Regional & Sub-regional PMU contribution to SI | | | | | | | | |
| | 67.5 | 90.0 | 90.0 | 247.5 | 71.7 | 98.0 | 100.5 | 270.3 |
| B. Program Activities | | | | | | | | |
| Group 1 countries 3 nos. | 18.8 | 25.1 | 25.1 | 68.9 | 20.3 | 27.7 | 28.3 | 76.3 |
| Group 2 countries 2 nos | 12.5 | 16.7 | 16.7 | 45.9 | 13.5 | 18.5 | 18.9 | 50.9 |
| Group 3 countries 2 nos | 12.5 | 16.7 | 16.7 | 45.9 | 13.5 | 18.5 | 18.9 | 50.9 |
| Subtotal Program Activities | | | | | | | | |
| | 43.8 | 58.5 | 58.5 | 160.7 | 47.3 | 64.7 | 66.1 | 178.0 |
| Total Investment Costs | | | | | | | | |
| | 111.3 | 148.5 | 148.5 | 408.2 | 119.0 | 162.6 | 166.6 | 448.3 |
| II. Recurrent Costs | | | | | | | | |
| Total | | | | | | | | |
| | 111.3 | 148.5 | 148.5 | 408.2 | 119.0 | 162.6 | 166.6 | 448.3 |

\a Time Sharing with Tasks under Component 4

\b Time Sharing with Component 4

\c Time Sharing with Component 4

Table 4. CONFIDENCE BUILDING
Initial Project Detailed Costs
(US\$ '000)

| | Unit | Quantities | | | Total | Unit Cost - Negotiation |
|--|--------------|------------|------|------|-------|----------------------------|
| | | 2004 | 2005 | 2006 | | |
| I. Investment Costs | | | | | | |
| A. Regional and Sub-regional PMU Contribution to CB | | | | | | |
| Confidence Building Officer /a | person-month | 4.5 | 6 | 6 | 16.5 | 5 |
| Confidence Building Officer (ENSAP) /b | person-month | 4.5 | 6 | 6 | 16.5 | 5 |
| Confidence Building Officer (NELSAP) /c | person-month | 4.5 | 6 | 6 | 16.5 | 5 |
| Open & Manage Regional Drawdown Fund /d | L/S | | | | | |
| Subtotal Regional and Sub-regional PMU Contribution to CB | | | | | | |
| B. PROGRAM ACTIVITIES | | | | | | |
| Group 1 countries 3 numbers | nos. | 3 | 3 | 3 | 9 | 7.65 |
| Group 2 countries 2 numbers | nos. | 2 | 2 | 2 | 6 | 7.65 |
| Group 3 countries 2 numbers | nos. | 2 | 2 | 2 | 6 | 7.65 |
| Subtotal PROGRAM ACTIVITIES | | | | | | |
| Total Investment Costs | | | | | | |
| II. Recurrent Costs | | | | | | |
| A. Prorata Cost Sharing for PSA | | | | | | |
| PSA Service Fees /e | Lumpsum | | | | | |
| Total Recurrent Costs | | | | | | |
| Total | | | | | | |

- \a Time Sharing with Component 3
\b Time Sharing with Component 3
\c Time Sharing with Component 3
\d Sub-regional and National workshop as per countries' proposals
\e Prorata 8% of procurement

| | Base Cost - Negotiation | | | | Totals Including Contingencies | | | |
|--|-------------------------|-------|-------|-------|--------------------------------|-------|-------|---------|
| | 2004 | 2005 | 2006 | Total | 2004 | 2005 | 2006 | Total |
| I. Investment Costs | | | | | | | | |
| A. Regional and Sub-regional PMU Contribution to CB | | | | | | | | |
| Confidence Building Officer /a | 22.5 | 30.0 | 30.0 | 82.5 | 23.9 | 32.7 | 33.5 | 90.1 |
| Confidence Building Officer (ENSAP) /b | 22.5 | 30.0 | 30.0 | 82.5 | 23.9 | 32.7 | 33.5 | 90.1 |
| Confidence Building Officer (NELSAP) /c | 22.5 | 30.0 | 30.0 | 82.5 | 23.9 | 32.7 | 33.5 | 90.1 |
| Open & Manage Regional Drawdown Fund /d | 50.0 | 75.0 | 150.0 | 275.0 | 53.9 | 82.8 | 169.1 | 305.9 |
| Subtotal Regional and Sub-regional PMU Contribution to CB | | | | | | | | |
| | 117.5 | 165.0 | 240.0 | 522.5 | 125.7 | 180.8 | 269.6 | 576.1 |
| B. PROGRAM ACTIVITIES | | | | | | | | |
| Group 1 countries 3 numbers | 18.8 | 25.1 | 25.1 | 68.9 | 20.3 | 27.7 | 28.3 | 76.3 |
| Group 2 countries 2 numbers | 12.5 | 16.7 | 16.7 | 45.9 | 13.5 | 18.5 | 18.9 | 50.9 |
| Group 3 countries 2 numbers | 12.5 | 16.7 | 16.7 | 45.9 | 13.5 | 18.5 | 18.9 | 50.9 |
| Subtotal PROGRAM ACTIVITIES | | | | | | | | |
| | 43.8 | 58.5 | 58.5 | 160.7 | 47.3 | 64.7 | 66.1 | 178.0 |
| Total Investment Costs | | | | | | | | |
| | 161.3 | 223.5 | 298.5 | 683.2 | 172.9 | 245.5 | 335.7 | 754.1 |
| II. Recurrent Costs | | | | | | | | |
| A. Prorata Cost Sharing for PSA | | | | | | | | |
| PSA Service Fees /e | 94.8 | 104.1 | 112.5 | 311.4 | 101.1 | 112.2 | 123.0 | 336.3 |
| Total Recurrent Costs | | | | | | | | |
| | 94.8 | 104.1 | 112.5 | 311.4 | 101.1 | 112.2 | 123.0 | 336.3 |
| Total | | | | | | | | |
| | 256.1 | 327.5 | 410.9 | 994.5 | 274.0 | 357.7 | 458.7 | 1,090.4 |

- \a Time Sharing with Component 3
\b Time Sharing with Component 3
\c Time Sharing with Component 3
\d Sub-regional and National workshop as per countries' proposals
\e Prorata 8% of procurement

NILE BASIN INITIATIVE
CONFIDENCE BUILDING & STAKEHOLDER INVOLVEMENT PROJECT
Components Full Project Cost Summary

| | Local | Foreign | Total | % Foreign Exchange | % Total Base Costs |
|---|----------------|-----------------|-----------------|--------------------------|--------------------------|
| A. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION /a | | | | | |
| 1. Regional & National Project Set-up /b | 54.9 | 863.3 | 918.2 | 94 | 7 |
| 2. Country Level National Office Set-up | - | 2,514.2 | 2,514.2 | 100 | 19 |
| 3. Office Equipment & Vehicles | 81.8 | 327.1 | 408.9 | 80 | 3 |
| 4. Office Operation & Maintenance | 804.4 | 1,882.4 | 2,686.8 | 70 | 20 |
| 5. Publication, Translation and Printing | 150.9 | 603.6 | 754.5 | 80 | 6 |
| 6. Audit and Promotion | 18.0 | 402.0 | 420.0 | 96 | 3 |
| Subtotal REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION | 1,110.0 | 6,592.6 | 7,702.6 | 86 | 58 |
| B. PUBLIC INFORMATION | | | | | |
| 1. Regional & Sub-regional PMU Role in PI | - | 743.0 | 743.0 | 100 | 6 |
| 2. Program Activities | 134.2 | 536.8 | 671.0 | 80 | 5 |
| Subtotal PUBLIC INFORMATION | 134.2 | 1,279.8 | 1,414.0 | 91 | 11 |
| C. STAKEHOLDERS INVOLVEMENT | | | | | |
| 1. Regional & Sub-regional PMU contribution to SI | - | 517.5 | 517.5 | 100 | 4 |
| 3. Program Activities | 134.2 | 536.8 | 671.0 | 80 | 5 |
| Subtotal STAKEHOLDERS INVOLVEMENT | 134.2 | 1,054.3 | 1,188.5 | 89 | 9 |
| D. CONFIDENCE BUILDING /c | | | | | |
| 1. Program Activities | 134.2 | 536.8 | 671.0 | 80 | 5 |
| 2. Regional & Sub-regional PMU contribution to CB | 217.5 | 1,025.0 | 1,242.5 | 82 | 9 |
| 4. Training and Advisory Service on Demand | | | | | |
| E. PSA fees | - | 966.2 | 966.2 | 100 | 7 |
| Subtotal CONFIDENCE BUILDING | 351.7 | 2,528.0 | 2,879.7 | 88 | 22 |
| Total BASELINE COSTS | 1,730.1 | 11,454.7 | 13,184.8 | 87 | 100 |
| Physical Contingencies | 83.8 | 451.8 | 535.5 | 84 | 4 |
| Price Contingencies | 86.2 | 952.0 | 1,038.3 | 92 | 8 |
| Total NBTF PROJECT COSTS | 1,900.1 | 12,858.5 | 14,758.6 | 87 | 112 |
| F. Governments' Contributions (including contingencies) | 455.3 | - | 455.3 | - | 3 |
| TOTAL PROJECT COSTS | 2,355.4 | 12,858.5 | 15,213.9 | 87.0 | 115.0 |

/a Practitioners includes policy decision makers, management staff

/b Regional Project Management at Entebbe, Uganda

/c Stationed in Entebbe, Uganda

NILE BASIN INITIATIVE
CONFIDENCE BUILDING & STAKEHOLDER INVOLVEMENT PROJECT
Full Project Components by Year -- Base Costs
(US\$ '000)

| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total |
|---|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| A. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION /a | | | | | | | |
| 1. Regional & National Project Set-up /b | 227.2 | 130.2 | 150.2 | 130.2 | 130.2 | 150.2 | 918.2 |
| 2. Country Level National Office Set-up | 63.0 | 389.6 | 515.4 | 515.4 | 515.4 | 515.4 | 2,514.2 |
| 3. Office Equipment & Vehicles | 408.9 | - | - | - | - | - | 408.9 |
| 4. Office Operation & Maintenance | 332.3 | 470.9 | 470.9 | 470.9 | 470.9 | 470.9 | 2,686.8 |
| 5. Publication, Translation and Printing | 92.5 | 130.0 | 133.0 | 133.0 | 133.0 | 133.0 | 754.5 |
| 6. Audit and Promotion | 70.0 | 70.0 | 70.0 | 70.0 | 70.0 | 70.0 | 420.0 |
| Subtotal REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION | 1,193.9 | 1,190.7 | 1,339.5 | 1,319.5 | 1,319.5 | 1,339.5 | 7,702.6 |
| B. PUBLIC INFORMATION | | | | | | | |
| 1. Regional & Sub-regional PMU Role in PI | 103.0 | 128.0 | 128.0 | 128.0 | 128.0 | 128.0 | 743.0 |
| 2. Program Activities | 87.5 | 116.7 | 116.7 | 116.7 | 116.7 | 116.7 | 671.0 |
| Subtotal PUBLIC INFORMATION | 190.5 | 244.7 | 244.7 | 244.7 | 244.7 | 244.7 | 1,414.0 |
| C. STAKEHOLDERS INVOLVEMENT | | | | | | | |
| 1. Regional & Sub-regional PMU contribution to SI | 67.5 | 90.0 | 90.0 | 90.0 | 90.0 | 90.0 | 517.5 |
| 3. Program Activities | 87.5 | 116.7 | 116.7 | 116.7 | 116.7 | 116.7 | 671.0 |
| Subtotal STAKEHOLDERS INVOLVEMENT | 155.0 | 206.7 | 206.7 | 206.7 | 206.7 | 206.7 | 1,188.5 |
| D. CONFIDENCE BUILDING /c | | | | | | | |
| 1. Program Activities | 87.5 | 116.7 | 116.7 | 116.7 | 116.7 | 116.7 | 671.0 |
| 2. Regional & Sub-regional PMU contribution to CB | 117.5 | 165.0 | 240.0 | 240.0 | 240.0 | 240.0 | 1,242.5 |
| 4. Traing and Advisory Service on Demand | | | | | | | |
| E. PSA Service Fees | 139.5 | 151.5 | 168.2 | 166.6 | 170.2 | 170.2 | 966.2 |
| Subtotal CONFIDENCE BUILDING | 344.5 | 433.2 | 524.9 | 523.3 | 526.9 | 526.9 | 2,879.7 |
| Total NBTF BASELINE COSTS | 1,883.9 | 2,075.3 | 2,315.8 | 2,294.2 | 2,297.8 | 2,317.8 | 13,184.8 |
| F. Governments' Contributions in kinds (base costs) | 21.0 | 84.0 | 84.0 | 84.0 | 84.0 | 84.0 | 441.0 |
| TOTAL PROJECT COSTS | 1,904.9 | 2,159.3 | 2,399.8 | 2,378.2 | 2,381.8 | 2,401.8 | 13,625.8 |

/a Practitioners includes policy decision makers, management staff

/b Regional Project Management at Entebbe, Uganda

/c Stationed in Entebbe, Uganda

NILE BASIN INITIATIVE
CONFIDENCE BUILDING & STAKEHOLDER INVOLVEMENT PROJECT
Full Project Components by Year -- Totals Including Contingencies
(US\$ '000)

| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total |
|---|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| A. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION /a | | | | | | | |
| 1. Regional & National Project Set-up /b | 239.2 | 136.9 | 162.8 | 143.3 | 146.9 | 175.2 | 1,004.2 |
| 2. Country Level National Office Set-up | 65.9 | 416.5 | 564.5 | 576.3 | 588.8 | 602.2 | 2,814.1 |
| 3. Office Equipment & Vehicles | 443.0 | - | - | - | - | - | 443.0 |
| 4. Office Operation & Maintenance | 353.5 | 506.5 | 510.6 | 518.0 | 526.8 | 537.9 | 2,953.3 |
| 5. Publication, Translation and Printing | 98.5 | 140.0 | 144.6 | 146.8 | 149.2 | 152.3 | 831.3 |
| 6. Audit and Promotion | 74.6 | 75.5 | 76.4 | 77.6 | 78.9 | 80.5 | 463.5 |
| Subtotal REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATI | 1,274.7 | 1,275.3 | 1,458.8 | 1,462.0 | 1,490.6 | 1,548.1 | 8,509.5 |
| B. PUBLIC INFORMATION | | | | | | | |
| 1. Regional & Sub-regional PMU Role in PI | 109.7 | 139.5 | 143.2 | 146.9 | 150.7 | 154.6 | 844.6 |
| 2. Program Activities | 94.5 | 129.1 | 132.0 | 135.4 | 139.0 | 143.0 | 773.0 |
| Subtotal PUBLIC INFORMATION | 204.3 | 268.6 | 275.2 | 282.3 | 289.7 | 297.6 | 1,617.6 |
| C. STAKEHOLDERS INVOLVEMENT | | | | | | | |
| 1. Regional & Sub-regional PMU contribution to SI | 71.7 | 98.0 | 100.5 | 103.1 | 105.8 | 108.6 | 587.8 |
| 3. Program Activities | 94.5 | 129.1 | 132.0 | 135.4 | 139.0 | 143.0 | 773.0 |
| Subtotal STAKEHOLDERS INVOLVEMENT | 166.3 | 227.1 | 232.5 | 238.6 | 244.8 | 251.6 | 1,360.8 |
| D. CONFIDENCE BUILDING /c | | | | | | | |
| 1. Program Activities | 94.5 | 129.1 | 132.0 | 135.4 | 139.0 | 143.0 | 773.0 |
| 2. Regional & Sub-regional PMU contribution to CB | 125.7 | 180.8 | 269.6 | 276.6 | 283.9 | 292.1 | 1,428.7 |
| 4. Traing and Advisory Service on Demand | 148.8 | 163.4 | 183.9 | 184.9 | 192.2 | 195.8 | 1,068.9 |
| Subtotal CONFIDENCE BUILDING | 369.0 | 473.3 | 585.5 | 596.9 | 615.1 | 630.9 | 3,270.6 |
| Total NBTf PROJECT COSTS | 2,014.2 | 2,244.3 | 2,552.0 | 2,579.8 | 2,640.2 | 2,728.2 | 14,758.6 |
| F. Governments' Contributions (including Contingencies) | 21.2 | 85.5 | 85.1 | 86.1 | 87.6 | 89.9 | 455.4 |
| TOTAL PROJECT COSTS | 2,035.4 | 2,329.8 | 2,637.1 | 2,665.9 | 2,727.8 | 2,818.1 | 15,214.0 |

/a Practitioners includes policy decision makers, management staff

/b Regional Project Management at Entebbe, Uganda

/c Stationed in Entebbe, Uganda

Table 1. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION

| | | Quantities | | | | | | Total | Unit Cost - Negotiation |
|--|--------------|------------|------|------|------|------|------|--------|----------------------------|
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | | |
| Unit | | | | | | | | | |
| I. Investment Costs | | | | | | | | | |
| A. Mid-Level Professionals at Country offices /a | | | | | | | | | |
| Mid-Level Professional for Gr. 1 (3 countries) | person-month | - | 27 | 36 | 36 | 36 | 36 | 171 | 2.6 |
| Mid-Level Professionals for Gr. 2 (2 countries) | person-month | - | 12 | 24 | 24 | 24 | 24 | 108 | 2.6 |
| Mid-Level Professionals for Gr.3 (2 countries) | person-month | - | 2.4 | 24 | 24 | 24 | 24 | 98.4 | 2.6 |
| Subtotal Mid-Level Professionals at Country offices | | | | | | | | | |
| B. Limited Country Program (3 countries) /b | person-month | - | 2 | 3 | 3 | 3 | 3 | 14 | 15 |
| C. Public Opinion Research | | | | | | | | | |
| Consultancy for Public Opinion Research /c | Lump Sum | | | | | | | | |
| D. Office Equipment & Vehicles for Regional and Country Offices | | | | | | | | | |
| Regional/Sub-regional PMU equipment /d | lot | 1 | - | - | - | - | - | 1 | 55.39 |
| Regional/Sub-regional PMU Vehicles | lot | 1 | - | - | - | - | - | 1 | 35 |
| National Offices Equipment /e | lot | 7 | - | - | - | - | - | 7 | 23.5 |
| National Offices Vehicles /f | Nos | 7 | - | - | - | - | - | 7 | 22 |
| Subtotal Office Equipment & Vehicles for Regional and Country Offices | | | | | | | | | |
| Total Investment Costs | | | | | | | | | |
| II. Recurrent Costs | | | | | | | | | |
| A. Regional & National Project Set-up | | | | | | | | | |
| Project Manager /g | person-month | 12 | 12 | 12 | 12 | 12 | 12 | 72 | 9 |
| Administration and Procurement Asst. /h | Person-Month | 8 | 12 | 12 | 12 | 12 | 12 | 68 | 0.75 |
| Office Assistant /i | person-month | 12 | 12 | 12 | 12 | 12 | 12 | 72 | 0.6 |
| Driver /j | person-month | 12 | 12 | 12 | 12 | 12 | 12 | 72 | 0.5 |
| Subtotal Regional & National Project Set-up | | | | | | | | | |
| B. Country Level National Office Set-up /k | | | | | | | | | |
| 1. National Coordinators | | | | | | | | | |
| Group One 3 countries /l | person-month | 9 | 36 | 36 | 36 | 36 | 36 | 189 | 3 |
| Group Two 2 Countries /m | person-month | 6 | 24 | 24 | 24 | 24 | 24 | 126 | 3 |
| Group Three 2 Countries /n | person-month | 6 | 24 | 24 | 24 | 24 | 24 | 126 | 3 |
| Subtotal National Coordinators | | | | | | | | | |
| C. Office Operation & Maintenance /o | | | | | | | | | |
| PMU Office Renovation, Rent and Utilities /p | year | | | | | | | | |
| Office Supplies | lump | 1 | 1 | 1 | 1 | 1 | 1 | 6 | 1 |
| Office Supplies for 7 national offices /q | lots | 3.79 | 7 | 7 | 7 | 7 | 7 | 38.79 | 0.5 |
| IT Operation and Maintenance for PMU | L/S | 1 | 1 | 1 | 1 | 1 | 1 | 6 | 10 |
| IT Operation & Maintenance for 7 country Offices | nos | 3.79 | 7 | 7 | 7 | 7 | 7 | 38.79 | 2 |
| Vehicles O&M of PMU | months | 12 | 12 | 12 | 12 | 12 | 12 | 72 | 1.5 |
| Vehicles O&M for 7 country Offices | months | 45.48 | 84 | 84 | 84 | 84 | 84 | 465.48 | 1.5 |
| Communication & Phones etc. of PMU /r | month | 12 | 12 | 12 | 12 | 12 | 12 | 72 | 2 |
| Communication & Phones etc. 7 countries | months | 45.48 | 84 | 84 | 84 | 84 | 84 | 465.48 | 1 |
| Travel and Meetings for 7 country offices /s | USD | 3.97 | 7 | 7 | 7 | 7 | 7 | 38.97 | 10 |
| Subtotal Office Operation & Maintenance | | | | | | | | | |
| D. Publication, Translation, Printing & distribution /t | | | | | | | | | |
| Regional PMU office | lump | | | | | | | | |
| Sub-Regional Offices | L/s | | | | | | | | |
| Country Offices 7 nos | Lump | | | | | | | | |
| Subtotal Publication, Translation, Printing & distribution | | | | | | | | | |
| E. Audit and Promotion Material | | | | | | | | | |
| Annual Audit | time/year | 1 | 1 | 1 | 1 | 1 | 1 | 6 | 15 |
| Promotion Material /u | l/s | | | | | | | | |
| Subtotal Audit and Promotion Material | | | | | | | | | |
| F. Media Monitoring PMU | | | | | | | | | |
| | L/S | | | | | | | | |
| G. Travel and Meetings of PMU | | | | | | | | | |
| PMU Travel | trips | 10 | 20 | 20 | 20 | 20 | 20 | 110 | 1.6 |
| Steering Committee Meeting /v | times/year | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 35.2 |
| Subtotal Travel and Meetings of PMU | | | | | | | | | |
| Total Recurrent Costs | | | | | | | | | |
| Total | | | | | | | | | |

la Appointment as per three groups of countries

lb Three countries not included in the main program

lc Public Opinion

ld Using Standard sets and rates

le Provided only for seven countries

lf Provided only for seven countries

lg Long-Term Consultant recruited by UNOPS and charged to Consultant Category

lh National hire Local Staff recruited by UNOPS and charged to Office operation costs

li Local recruit charged to Admin and O&M

lj Local Recruit charged to Admin and O&M

lk Office set-up costs in each country is not included. The space is provided by the national governments

lv 7 Countries are divided into 3 groups, Consultant Long Term

lm Long Term Consultancy

ln Long Term Consultancy

lo Standard Rates for PMU office and country office are used

lp If it is sharing with NILESEC office, the cost is for office renovation and maintenance

lq For seven offices. Year one partial costs.

lr Local Phone Company

ls First year is prorata

lt Local Shopping

lu Brochures, Pamphlets, booklets etc.

lv Standard detail Breakdown

Table 2. PUBLIC INFORMATION
Full Project Detailed Costs
(US\$ '000)

| | Unit | Quantities | | | | | | Total | Unit Cost - Negotiation |
|--|--------|------------|------|------|------|------|------|-------|----------------------------|
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | | |
| I. Investment Costs | | | | | | | | | |
| A. Regional and Sub-regional PMU Role in PI | | | | | | | | | |
| Public Information Officer (ENSAP) /a | months | 9 | 12 | 12 | 12 | 12 | 12 | 69 | 5 |
| Public Information Officer (NELSAP) /b | months | 9 | 12 | 12 | 12 | 12 | 12 | 69 | 5 |
| Consultancy for Web Design & Maintenance | Lump | | | | | | | | |
| Subtotal Regional and Sub-regional PMU Role in PI | | | | | | | | | |
| B. Program Activities | | | | | | | | | |
| Group 1 Countries 3 nos. | nos. | 3 | 3 | 3 | 3 | 3 | 3 | 18 | 16 |
| Group 2 Countries 2 nos. | nos. | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 15.917 |
| Group 3 Countries 2 nos. | nos. | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 16 |
| Subtotal Program Activities | | | | | | | | | |
| Total | | | | | | | | | |

\a First year recruitment

\b First year recruit

| | Base Cost | | | | | | | Totals Including Contingencies | | | | | | |
|--|-----------|-------|-------|-------|-------|-------|---------|--------------------------------|-------|-------|-------|-------|-------|---------|
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total |
| I. Investment Costs | | | | | | | | | | | | | | |
| A. Regional and Sub-regional PMU Role in PI | | | | | | | | | | | | | | |
| Public Information Officer (ENSAP) /a | 45.0 | 60.0 | 60.0 | 60.0 | 60.0 | 60.0 | 345.0 | 47.8 | 65.3 | 67.0 | 68.8 | 70.6 | 72.4 | 391.9 |
| Public Information Officer (NELSAP) /b | 45.0 | 60.0 | 60.0 | 60.0 | 60.0 | 60.0 | 345.0 | 47.8 | 65.3 | 67.0 | 68.8 | 70.6 | 72.4 | 391.9 |
| Consultancy for Web Design & Maintenance | 13.0 | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 | 53.0 | 14.1 | 8.9 | 9.1 | 9.3 | 9.6 | 9.8 | 60.8 |
| Subtotal Regional and Sub-regional PMU Role in PI | | | | | | | | | | | | | | |
| | 103.0 | 128.0 | 128.0 | 128.0 | 128.0 | 128.0 | 743.0 | 109.7 | 139.5 | 143.2 | 146.9 | 150.7 | 154.6 | 844.6 |
| B. Program Activities | | | | | | | | | | | | | | |
| Group 1 Countries 3 nos. | 37.5 | 50.1 | 50.1 | 50.1 | 50.1 | 50.1 | 288.0 | 40.5 | 55.4 | 56.7 | 58.1 | 59.7 | 61.4 | 331.8 |
| Group 2 Countries 2 nos. | 25.0 | 33.2 | 33.2 | 33.2 | 33.2 | 33.2 | 191.0 | 27.0 | 36.7 | 37.6 | 38.5 | 39.5 | 40.7 | 220.0 |
| Group 3 Countries 2 nos. | 25.0 | 33.4 | 33.4 | 33.4 | 33.4 | 33.4 | 192.0 | 27.0 | 36.9 | 37.8 | 38.8 | 39.8 | 40.9 | 221.2 |
| Subtotal Program Activities | | | | | | | | | | | | | | |
| | 87.5 | 116.7 | 116.7 | 116.7 | 116.7 | 116.7 | 671.0 | 94.5 | 129.1 | 132.0 | 135.4 | 139.0 | 143.0 | 773.0 |
| Total | | | | | | | | | | | | | | |
| | 190.5 | 244.7 | 244.7 | 244.7 | 244.7 | 244.7 | 1,414.0 | 204.3 | 268.6 | 275.2 | 282.3 | 289.7 | 297.6 | 1,617.6 |

\a First year recruitment

\b First year recruit

Table 3. STAKEHOLDER INVOLVEMENT

Full Project Detailed Costs
(US\$ '000)

| Unit | Quantities | | | | | | Total | Unit Cost - Negotiation | |
|--|--------------|------|------|------|------|------|-------|----------------------------|--------|
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | | | |
| I. Investment Costs | | | | | | | | | |
| A. Regional & Sub-regional PMU contribution to SI | | | | | | | | | |
| Confidence Building Officer /a | person-month | 4.5 | 6 | 6 | 6 | 6 | 6 | 34.5 | 5 |
| Confidence Building Officer (ENSAP) /b | person-month | 4.5 | 6 | 6 | 6 | 6 | 6 | 34.5 | 5 |
| Confidence Building Officer (NELSAP) /c | person-month | 4.5 | 6 | 6 | 6 | 6 | 6 | 34.5 | 5 |
| Subtotal Regional & Sub-regional PMU contribution to SI | | | | | | | | | |
| B. Program Activities | | | | | | | | | |
| Group 1 countries 3 nos. | nos | 3 | 3 | 3 | 3 | 3 | 3 | 18 | 16 |
| Group 2 countries 2 nos | nos | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 15.917 |
| Group 3 countries 2 nos | nos | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 16 |
| Subtotal Program Activities | | | | | | | | | |
| Total Investment Costs | | | | | | | | | |
| II. Recurrent Costs | | | | | | | | | |
| Total | | | | | | | | | |

\a Time Sharing with Tasks under Component 4

\b Time Sharing with Component 4

\c Time Sharing with Component 4

| | Base Cost | | | | | | Totals Including Contingencies | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total |
| I. Investment Costs | | | | | | | | | | | | | | |
| A. Regional & Sub-regional PMU contribution to SI | | | | | | | | | | | | | | |
| Confidence Building Officer /a | 22.5 | 30.0 | 30.0 | 30.0 | 30.0 | 30.0 | 172.5 | 23.9 | 32.7 | 33.5 | 34.4 | 35.3 | 36.2 | 195.9 |
| Confidence Building Officer (ENSAP) /b | 22.5 | 30.0 | 30.0 | 30.0 | 30.0 | 30.0 | 172.5 | 23.9 | 32.7 | 33.5 | 34.4 | 35.3 | 36.2 | 195.9 |
| Confidence Building Officer (NELSAP) /c | 22.5 | 30.0 | 30.0 | 30.0 | 30.0 | 30.0 | 172.5 | 23.9 | 32.7 | 33.5 | 34.4 | 35.3 | 36.2 | 195.9 |
| Subtotal Regional & Sub-regional PMU contribution to SI | 67.5 | 90.0 | 90.0 | 90.0 | 90.0 | 90.0 | 517.5 | 71.7 | 98.0 | 100.5 | 103.1 | 105.8 | 108.6 | 587.8 |
| B. Program Activities | | | | | | | | | | | | | | |
| Group 1 countries 3 nos. | 37.5 | 50.1 | 50.1 | 50.1 | 50.1 | 50.1 | 288.0 | 40.5 | 55.4 | 56.7 | 58.1 | 59.7 | 61.4 | 331.8 |
| Group 2 countries 2 nos | 25.0 | 33.2 | 33.2 | 33.2 | 33.2 | 33.2 | 191.0 | 27.0 | 36.7 | 37.6 | 38.5 | 39.5 | 40.7 | 220.0 |
| Group 3 countries 2 nos | 25.0 | 33.4 | 33.4 | 33.4 | 33.4 | 33.4 | 192.0 | 27.0 | 36.9 | 37.8 | 38.8 | 39.8 | 40.9 | 221.2 |
| Subtotal Program Activities | 87.5 | 116.7 | 116.7 | 116.7 | 116.7 | 116.7 | 671.0 | 94.5 | 129.1 | 132.0 | 135.4 | 139.0 | 143.0 | 773.0 |
| Total Investment Costs | 155.0 | 206.7 | 206.7 | 206.7 | 206.7 | 206.7 | 1,188.5 | 166.3 | 227.1 | 232.5 | 238.6 | 244.8 | 251.6 | 1,360.8 |
| II. Recurrent Costs | | | | | | | | | | | | | | |
| Total | 155.0 | 206.7 | 206.7 | 206.7 | 206.7 | 206.7 | 1,188.5 | 166.3 | 227.1 | 232.5 | 238.6 | 244.8 | 251.6 | 1,360.8 |

\a Time Sharing with Tasks under Component 4

\b Time Sharing with Component 4

\c Time Sharing with Component 4

Table 4. CONFIDENCE BUILDING
Full Project Detailed Costs
(US\$ '000)

| | Unit | Quantities | | | | | | Total | Unit Cost - Negotiation |
|--|--------------|------------|------|------|------|------|------|-------|----------------------------|
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | | |
| I. Investment Costs | | | | | | | | | |
| A. Regional and Sub-regional PMU Contribution to CB | | | | | | | | | |
| Confidence Building Officer /a | person-month | 4.5 | 6 | 6 | 6 | 6 | 6 | 34.5 | 5 |
| Confidence Building Officer (ENSAP) /b | person-month | 4.5 | 6 | 6 | 6 | 6 | 6 | 34.5 | 5 |
| Confidence Building Officer (NELSAP) /c | person-month | 4.5 | 6 | 6 | 6 | 6 | 6 | 34.5 | 5 |
| Open & Manage Regional Drawdown Fund /d | L/S | | | | | | | | |
| Subtotal Regional and Sub-regional PMU Contribution to CB | | | | | | | | | |
| B. PROGRAM ACTIVITIES | | | | | | | | | |
| Group 1 countries 3 numbers | nos. | 3 | 3 | 3 | 3 | 3 | 3 | 18 | 16 |
| Group 2 countries 2 numbers | nos. | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 15.917 |
| Group 3 countries 2 numbers | nos. | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 16 |
| Subtotal PROGRAM ACTIVITIES | | | | | | | | | |
| Total Investment Costs | | | | | | | | | |
| II. Recurrent Costs | | | | | | | | | |
| A. Prorata Cost Sharing for PSA | | | | | | | | | |
| PSA Service Fees /e | Lumpsum | | | | | | | | |
| Total Recurrent Costs | | | | | | | | | |
| Total | | | | | | | | | |

\a Time Sharing with Component 3

\b Time Sharing with Component 3

\c Time Sharing with Component 3

\d Sub-regional and National workshop as per countries' proposals

\e Prorata 8% of procurement

| | Base Cost - Negotiation | | | | | | | Totals Including Contingencies | | | | | | |
|--|-------------------------|-------|-------|-------|-------|-------|---------|--------------------------------|-------|-------|-------|-------|-------|---------|
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total |
| I. Investment Costs | | | | | | | | | | | | | | |
| A. Regional and Sub-regional PMU Contribution to CB | | | | | | | | | | | | | | |
| Confidence Building Officer /a | 22.5 | 30.0 | 30.0 | 30.0 | 30.0 | 30.0 | 172.5 | 23.9 | 32.7 | 33.5 | 34.4 | 35.3 | 36.2 | 195.9 |
| Confidence Building Officer (ENSAP) /b | 22.5 | 30.0 | 30.0 | 30.0 | 30.0 | 30.0 | 172.5 | 23.9 | 32.7 | 33.5 | 34.4 | 35.3 | 36.2 | 195.9 |
| Confidence Building Officer (NELSAP) /c | 22.5 | 30.0 | 30.0 | 30.0 | 30.0 | 30.0 | 172.5 | 23.9 | 32.7 | 33.5 | 34.4 | 35.3 | 36.2 | 195.9 |
| Open & Manage Regional Drawdown Fund /d | 50.0 | 75.0 | 150.0 | 150.0 | 150.0 | 150.0 | 725.0 | 53.9 | 82.8 | 169.1 | 173.4 | 178.1 | 183.5 | 840.9 |
| Subtotal Regional and Sub-regional PMU Contribution to CB | | | | | | | | | | | | | | |
| | 117.5 | 165.0 | 240.0 | 240.0 | 240.0 | 240.0 | 1,242.5 | 125.7 | 180.8 | 269.6 | 276.6 | 283.9 | 292.1 | 1,428.7 |
| B. PROGRAM ACTIVITIES | | | | | | | | | | | | | | |
| Group 1 countries 3 numbers | 37.5 | 50.1 | 50.1 | 50.1 | 50.1 | 50.1 | 288.0 | 40.5 | 55.4 | 56.7 | 58.1 | 59.7 | 61.4 | 331.8 |
| Group 2 countries 2 numbers | 25.0 | 33.2 | 33.2 | 33.2 | 33.2 | 33.2 | 191.0 | 27.0 | 36.7 | 37.6 | 38.5 | 39.5 | 40.7 | 220.0 |
| Group 3 countries 2 numbers | 25.0 | 33.4 | 33.4 | 33.4 | 33.4 | 33.4 | 192.0 | 27.0 | 36.9 | 37.8 | 38.8 | 39.8 | 40.9 | 221.2 |
| Subtotal PROGRAM ACTIVITIES | | | | | | | | | | | | | | |
| | 87.5 | 116.7 | 116.7 | 116.7 | 116.7 | 116.7 | 671.0 | 94.5 | 129.1 | 132.0 | 135.4 | 139.0 | 143.0 | 773.0 |
| Total Investment Costs | | | | | | | | | | | | | | |
| | 205.0 | 281.7 | 356.7 | 356.7 | 356.7 | 356.7 | 1,913.5 | 220.2 | 309.9 | 401.6 | 412.0 | 422.9 | 435.1 | 2,201.7 |
| II. Recurrent Costs | | | | | | | | | | | | | | |
| A. Prorata Cost Sharing for PSA | | | | | | | | | | | | | | |
| PSA Service Fees /e | 139.5 | 151.5 | 168.2 | 166.6 | 170.2 | 170.2 | 966.2 | 148.8 | 163.4 | 183.9 | 184.9 | 192.2 | 195.8 | 1,068.9 |
| Total Recurrent Costs | | | | | | | | | | | | | | |
| | 139.5 | 151.5 | 168.2 | 166.6 | 170.2 | 170.2 | 966.2 | 148.8 | 163.4 | 183.9 | 184.9 | 192.2 | 195.8 | 1,068.9 |
| Total | | | | | | | | | | | | | | |
| | 344.5 | 433.2 | 524.9 | 523.3 | 526.9 | 526.9 | 2,879.7 | 369.0 | 473.3 | 585.5 | 596.9 | 615.1 | 630.9 | 3,270.6 |

\a Time Sharing with Component 3

\b Time Sharing with Component 3

\c Time Sharing with Component 3

\d Sub-regional and National workshop as per countries' proposals

\e Prorata 8% of procurement

NILE BASIN INITIATIVE

CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT PROJECT

ANNEX 4: ANALYSIS OF PROGRAM BENEFITS

The CBSI Project will generate substantial indirect benefits by building confidence among riparian of the common water resources and by improving their knowledge enhancement in water resources management.. The project objectives are directly supportive of statements regarding water management and sharing system in Nile Basin and the improvement of water related environment. Specific quantification of project benefits is not feasible because it is not possible to estimate the value of knowledge enhancement of individuals and decision makers or to quantify the marginal benefit of any improvement to the environmental management resulting from the project knowledge dissemination and public information system. It is therefore concluded that with a very small improvements in the decision making processes related to the Integrated Water Resources Development and Management of the present or future system, the minimal project investment to improve the confidence and knowledge of the stakeholders is justified.

NILE BASIN INITIATIVE
CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT PROJECT
ANNEX 5: FINANCIAL SUMMARY

Components by Financiers: Initial Project
(US\$ Million)

| | NILE BASIN TRUST | | | | | |
|---|------------------|--------------|----------------|----------|-------------|--------------|
| | FUND | | The Government | | Total | |
| | Amount | % | Amount | % | Amount | % |
| A. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION /a | | | | | | |
| 1. Regional & National Project Set-up /b | 0.54 | 100.0 | 0.00 | - | 0.54 | 11.4 |
| 2. Country Level National Office Set-up | 0.64 | 100.0 | 0.19 | 100.0 | 0.83 | 17.5 |
| 3. Office Equipment & Vehicles | 0.19 | 100.0 | 0.00 | - | 0.19 | 3.9 |
| 4. Office Operation & Maintenance | 0.67 | 100.0 | 0.00 | - | 0.67 | 14.2 |
| 5. Publication, Translation and Printing | 0.18 | 100.0 | 0.00 | - | 0.18 | 3.7 |
| 6. Audit and Promotion | 0.23 | 100.0 | 0.00 | - | 0.23 | 4.8 |
| Subtotal REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION | 2.44 | 100.0 | 0.00 | - | 2.63 | 55.5 |
| B. PUBLIC INFORMATION | | | | | | |
| 1. Regional & Sub-regional PMU Role in PI | 0.39 | 100.0 | - | - | 0.39 | 8.3 |
| 2. Program Activities | 0.18 | 100.0 | 0.00 | - | 0.18 | 3.7 |
| Subtotal PUBLIC INFORMATION | 0.57 | 100.0 | 0.00 | - | 0.57 | 12.0 |
| C. STAKEHOLDERS INVOLVEMENT | | | | | | |
| 1. Regional & Sub-regional PMU contribution to SI | 0.27 | 100.0 | - | - | 0.27 | 5.7 |
| 3. Program Activities | 0.18 | 100.0 | 0.00 | - | 0.18 | 3.8 |
| Subtotal STAKEHOLDERS INVOLVEMENT | 0.45 | 100.0 | 0.00 | - | 0.45 | 9.5 |
| D. CONFIDENCE BUILDING /c | | | | | | |
| 1. Program Activities | 0.18 | 100.0 | 0.00 | - | 0.18 | 3.7 |
| 2. Regional & Sub-regional PMU contribution to CB | 0.58 | 100.0 | 0.00 | - | 0.58 | 12.2 |
| 3. Training and Advisory Service on Demand | | | | | | |
| E. PSA | 0.34 | 100.0 | - | - | 0.34 | 7.1 |
| Subtotal CONFIDENCE BUILDING | 1.09 | 100.0 | 0.00 | - | 1.09 | 23.0 |
| Total Disbursement | 4.55 | 100.0 | 0.00 | - | 4.74 | 100.0 |

\a Practitioners includes policy decision makers, management staff

\b Regional Project Management at Entebbe, Uganda

\c Stationed in Entebbe, Uganda with NILESEC

Components by Financiers: Full Project
(US\$ '000)

| | NILE BASIN TRUST | | | | | |
|---|-------------------------|--------------|-----------------------|------------|-----------------|--------------|
| | FUND | | The Government | | Total | |
| | Amount | % | Amount | % | Amount | % |
| A. REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION /a | | | | | | |
| 1. Regional & National Project Set-up /b | 1,004.2 | 100.0 | 0.0 | - | 1,004.2 | 6.6 |
| 2. Country Level National Office Set-up | 2,814.1 | 86.1 | 455.4 | 13.9 | 3,269.5 | 21.5 |
| 3. Office Equipment & Vehicles | 443.0 | 100.0 | 0.0 | - | 443.0 | 2.9 |
| 4. Office Operation & Maintenance | 2,953.3 | 100.0 | 0.0 | - | 2,953.3 | 19.4 |
| 5. Publication, Translation and Printing | 831.3 | 100.0 | 0.0 | - | 831.3 | 5.5 |
| 6. Audit and Promotion | 463.5 | 100.0 | 0.0 | - | 463.5 | 3.0 |
| Subtotal REGIONAL/SUB-REGIONAL/NATIONAL MANAGEMENT FOR COORDINATION & IMPLEMENTATION | 8,509.5 | 100.0 | 455.4 | - | 8,964.8 | 58.9 |
| B. PUBLIC INFORMATION | | | | | | |
| 1. Regional & Sub-regional PMU Role in PI | 844.6 | 100.0 | - | - | 844.6 | 5.6 |
| 2. Program Activities | 773.0 | 100.0 | 0.0 | - | 773.0 | 5.1 |
| Subtotal PUBLIC INFORMATION | 1,617.6 | 100.0 | 0.0 | - | 1,617.6 | 10.6 |
| C. STAKEHOLDERS INVOLVEMENT | | | | | | |
| 1. Regional & Sub-regional PMU contribution to SI | 587.8 | 100.0 | - | - | 587.8 | 3.9 |
| 3. Program Activities | 773.0 | 100.0 | 0.0 | - | 773.0 | 5.1 |
| Subtotal STAKEHOLDERS INVOLVEMENT | 1,360.8 | 100.0 | 0.0 | - | 1,360.8 | 8.9 |
| D. CONFIDENCE BUILDING /c | | | | | | |
| 1. Program Activities | 773.0 | 100.0 | 0.0 | - | 773.0 | 5.1 |
| 2. Regional & Sub-regional PMU contribution to CB | 1,428.7 | 100.0 | 0.0 | - | 1,428.7 | 9.4 |
| 4. Traing and Advisory Service on Demand | | | | | - | |
| PSA | 1,069.0 | 100.0 | - | - | 1,069.0 | 7.0 |
| Subtotal CONFIDENCE BUILDING | 3,270.8 | 100.0 | - | - | 3,270.8 | 21.5 |
| Total Disbursement | 14,758.7 | 100.0 | 455.4 | 3.0 | 15,214.1 | 100.0 |

\a Practitioners includes policy decision makers, management staff

\b Regional Project Management at Entebbe, Uganda

\c Stationed in Entebbe

NILE BASIN INITIATIVE

CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT PROJECT

ANNEX 6 - PROCUREMENT, DISBURSEMENT AND FINANCIAL MANAGEMENT

A. PROCUREMENT

1. Procurement Arrangements

The Confidence Building and Stakeholder Involvement Project (CBSIP) is a stand-alone project. The project is financed primarily through the Bank-administered Nile Basin Trust Fund (NBTF) in the amount of US\$14.76 million for a full six year project, with a first phase totaling US\$4.55 million and second phase US\$10.21 million¹⁹. As stated earlier, the three year “Initial Project” would cover regional and sub-regional Confidence Building SAP activities, while as per the demand during the appraisal by each country, and when the additional funding is available, the project would be expanded to a “Full” stage six year project with increased activities and staffing increased to the national country levels in order to carry out the more intensive program. Costs shown herein are for the US\$4.55 million to be expended under the Initial Project. Procurement of services financed by the NBTF will follow the World Bank’s *Guidelines for Selection and Employment of Consultants by World Bank Borrowers* dated January 1997 and revised September 1997, January 1999, and May 2002. The Bank’s latest editions of standard bidding documents and request for proposals will be used.

The Nile Council of Ministers (Nile-COM) decided to select United Nations Office for Project Services (UNOPS) as PSA after serious consultations among themselves, taking full cognizance of the shift from the traditional client/ consultant contractual relationship to that of a partnership relation to maintain and enhance dialogue between the Nile riparian and to further the project’s developmental objectives. NILE-COM further recognized the fact that this approach would open the participation of all eligible consulting firms in the various consulting opportunities under the proposed project. The recommendation from Nile-COM was given no-objection by the Bank with the approval of the Bank’s Operations Procurement Review Committee (OPRC)²⁰.

All procurement will therefore be undertaken by the UNOPS, on behalf of the NBI. While the specific arrangements will be further detailed in the Memorandum of Services Agreement (MSA) negotiated between the NBI and UNOPS, it is anticipated that UNOPS will outpost a senior staff to the NBI at the Nile Secretariat in Entebbe. This senior staff will support the operations of the Project Management Unit (PMU), located also in the Entebbe, and will draw on UNOPS services (procurement, finance, logistics, etc.). Overall management from the UNOPS side will be from UNOPS / New York.

¹⁹ The first phase project known as “Initial Project” is for three years implementation to be followed by another three years for “Full Project” upon receipt of supplemental funding. This Annex 6 is written for the first phase Initial Project.

²⁰ The Shared Vision Program Master PAD (report no: 26222, April 2003) provides detailed information on the selection of UNOPS.

2. Advertising of Procurement Opportunities

A General Procurement Notice (GPN) has been published in the UN Development Business (UNDB) on-line and print version since October, 2003 after the Appraisal review. The Executive Director of the Nile Secretariat, the NBI's administrative body, will be listed as the contact. The Executive Director has been listed as the contact, and has been advised of the need for NBI to collect and file all inquiries that are received in response to the GPN. NBI will in turn pass these to UNOPS for action once UNOPS has been appointed under the MSA. The GPN will be updated when the final procurement plan and packaging are completed in order to indicate anticipated procurement packages under International Competitive Bidding (ICB) and the broad requirements of Consulting assignments. Therefore the update will be on an annual basis to indicate all outstanding ICB for goods and all Consulting Services. However, the CBSI project as anticipated will not have any major ICB contract for goods or any international consulting services.

When the full project is conceived and negotiated, and when required, Specific Procurement Notices (SPN) for goods to be procured under ICB, and Expressions of Interest (EOI) for international consultant services estimated to cost the equivalent of US\$100,000 or more or special services will be announced, as they become available, in *UN Development Business*, *dgMarket* (<http://www.dgmarket.com>) and in the appropriate regional and local newspapers. In addition, EOI may be sought from prospective consultants by advertising in national newspapers of Riparian Countries or technical magazines. Assignments estimated to cost US\$100,000 or less may be advertised regionally in riparian countries and the shortlist may be entirely made up of consultants from the Nile riparian countries, provided that no more than two consultants from any one riparian country are on the short list, at least three qualified firms or individuals from the Nile riparian countries are available, and foreign consultants who wish to participate are not excluded from consideration. Procurement notices for contracts below US\$100,000 will be placed in the regional press in each of the Nile riparian countries.

3. Procurement Planning

An Overall Procurement Plan (OPP) for consultant services and goods, which will be part of the Project Implementation Plan (PIP) for the PMU, and a Detailed Procurement Plan (DPP) for the initial period of 12 months will be prepared by the NBI and made available in draft form for agreement at negotiations. The OPP includes relevant information on consulting services and goods as well as the timing of each milestone in the procurement process. The consolidated DPP for the remaining years of the project, indicating the procurement method and processing time for each contract, will be prepared by UNOPS for NBI and upon acceptance by NBI, the NBI will submit to the Bank every year for the Bank's review and comments. This will be received by the Bank not later than three months before the end of each fiscal year. The PIP will be made available in draft form at negotiations; thereafter, NBI will review and finalize the PIP with UNOPS.

4. Goods and Equipment including Vehicles (Total Costs US\$0.19²¹ Million)

Technical equipment, vehicles and other goods (eg. computer hardware and software) costing US\$80,000 or more per contract will be subject to ICB requirements. For vehicle and goods contracts below US\$80,000 contracts will be awarded on the basis of the Banks' Shopping procedure, where price quotations will be obtained from at least three qualified suppliers from at least two IDA eligible countries or from comparison of quotations obtained from 3 domestic suppliers from the riparian countries.

5. Consultants' Services²², Long- and Short-Term (Total Costs US\$ 3.12 million).

As the majority of activities undertaken in this project is to develop full confidence in regional and sub-regional cooperation under the Nile Basin Initiative and to ensure full stakeholder involvement in the NBI and its projects, about 59% of the expenditure will be for consultant services, all of which will be based in the Nile Basin. Following the agreed upon criteria, the PMU will maintain and update a list of individual short-term consultants that will be used to establish shortlists. The shortlists will be established based on EOI received through GPNs and Specific Advertisements placed in the Development Business and/or regional newspapers, depending upon the estimated value of such assignments. Consulting firms (including NGOs) financed under the project will be selected in accordance with Bank consultant guidelines through a Quality and Cost-Based Selection (QCBS), and by using the Bank's Standard Request for Proposals. Specialized Consultants' Services from the Nile riparian countries, below an estimated contract value of US\$ 50,000 equivalent, will be selected on the basis qualification from a predetermined roster of consultants. Training and seminars under the project will be implemented according to an annual training & seminar plan that the PMU will prepare and submit to the Bank for no-objection before implementation. More specifically, the following selection procedures would be used:

- (a) *Quality-and-Cost-based Selection:* All technical assistant consulting service of contracts valued at more than US\$200,000 equivalent would be awarded through the Quality and Cost Based Selection (QCBS) method. QCBS can also be used for all contracts awarded to consulting firms and academic institution between US\$50,000 and US\$200,000 equivalent. Short-lists for QCBS contracts estimated at or less than US\$100,000 equivalent may be comprised 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 provisions of paragraph 2.7 the consultant guidelines), provided that a sufficient number of qualified individual or firms (at least three) are available. However, if foreign firms have expressed interest, they would not be excluded from consideration.
- (b) *Consultant's Qualification Selection (CQ)* may be used for consults' services contracts below an estimated contract amount of US\$ 50,000 equivalent, for training, research²³,

²¹ Includes full requirement of Goods, Equipment and Vehicles for PMU, but only half requirement of equipment with no vehicle for the 7 National Offices. IT operation and maintenance for the country offices will also be halved.

²² This includes all regional and national long-term consultants including 1 Long Term Consultant staffed at PMU (Project Manager)

²³ The regional and technical nature of this project will result in the possibility that a number of research activities may best be undertaken by existing State owned academic and research institutions in the Nile Riparian countries. In that case PMU has to submit case by case basis for the clearance of the Bank. The selection should be based on both quality and costs.

and targeted interventions for which organizations with specialized expertise, strong capacities to work with multinational groups and proven track records would be recruited. CQ may also be used for the selection of training institutions for contracts to provide training services that are estimated to cost up to US\$100,000 equivalent per contract.

- (c) Consultants for services meeting the requirements of Section V of the Consultant Guidelines will be selected under the provisions for the *Selection of Individual Consultants* method. Individual Consultants (IC) will be selected through comparison of curriculum vitae against job description requirements of those expressing interest in the assignment, or those having been identified directly by the PMU. Civil servants from the riparian countries cannot be hired as consultants under the project.

The details on the consultants' services and the proposed selection arrangements are shown in the tables A1 and A2.

Project Service Agency (PSA)

As mentioned earlier, the United Nations Office for Project Services (UNOPS) would be selected on sole source basis (in accordance with the provisions of paras 3.8 through 3.11 of the Consultant Guidelines) as PSA for Financial and Procurement management services by the Nile Council of Ministers (Nile-COM) with Bank's prior agreement. The above-mentioned Consultants' expenses include pro-rata shared cost for PSA fees of US\$ 0.34 million.

6. Training, Workshops, and Seminars (Total Costs US\$ 0.31 million)

The specific training, workshops and conference, and study tours will be carried out on the basis of discussed and approved annual programs for each riparian country that will identify the general framework of training and related activities for the year, including the nature of training, workshops and seminars, the number of participants, and the detail cost estimates. For national training and workshops, preference will be given to consultants (organizers) from the country in which the training is being organized, provided that a sufficient number of qualified individuals or firms (at least three) are 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 are short-listed and a sufficient number of qualified individuals or firms (at least three) are available.

7. Operational Expenses (Total Costs US\$ 0.94 million)²⁴

The project will establish a regional Project Management Unit in Entebbe, Uganda and national offices in 7 participating riparian countries. Staffing for the regional PMU, including sub-regional (Eastern Nile and Nile Equatorial Lakes) SAP offices starting in Year One. National Coordinators of the national offices will also be in year one but at last quarter only. The PMU

²⁴ The project will establish and staff a regional Project Management Unit (PMU) in Entebbe, Uganda. The participating riparian countries will also establish national offices (7 nos.) and will employ national coordinators, who will be nationals of the country in which they work. The PMU will be headed by a Project Manager, who is professional, and comprised of an Administration and Finance Officer, two Public Information Specialists, and three Stakeholder/Confidence Building Specialists. All these professionals will be recruited on regional basis by UNOPS as long term Consultant. (para 5). The CBSI national office staffing will include a professional staff (National Coordinator) only but no (Mid-level professional) like in Full project.

will be staffed with an administration assistant and a driver. The Administration and operation costs includes salaries and overhead of two PMU staff and the other operational costs, such as utilities, fuel and maintenance of vehicles, office equipment maintenance, office supplies, printing and promotion costs, PMU travels, etc., of the Regional PMU, sub-regional offices and 7 countries offices. Office supplies and utilities will be purchased based on standard UNOPS procedures. The Project Costs by the Procurement Arrangement- Table A is shown below.

Table A
NILE BASIN INITIATIVE
CONFIDENCE BUILDING & STAKEHOLDER INVOLVEMENT INITIAL PROJECT
Procurement Arrangements - Non ICB/LCB Aggregated as Other
(US\$ Million)

| | Procurement Method | | | Total |
|--|--------------------|---------------------|--------|--------|
| | Other | Consulting Services | N.B.F. | |
| A. CONSULTANCY SERVICES | - | 3.12 | - | 3.12 |
| | | (3.12) | | (3.12) |
| B. EQUIPMENT & GOODS (Inclgd. Vehicles) | 0.19 | - | - | 0.19 |
| | (0.19) | | | (0.19) |
| C. TRAINING, RESEARCH and STUDIES | 0.31 | - | - | 0.31 |
| | (0.31) | | | (0.31) |
| D. ADMINISTRATION, OPERATION & MAINTENANCE | 0.94 | - | - | 0.94 |
| | (0.94) | | | (0.94) |
| Total | 1.44 | 3.12 | - | 4.55 |
| | (1.44) | (3.12) | - | (4.55) |

Note: Figures in parenthesis are the respective amounts financed by NILE BASIN TRUST FUND

All costs include contingencies. Others include items to be procured through shopping, services for operation and maintenance, force account for travel, and incremental operating costs related to training and workshops. The consultant selection arrangement is shown in the Table A1 and A2.

Table A1: Consultant Selection Arrangement (optional) (US\$ equivalent in million)

| Consultant Services Expenditure Category | Selection Method | | | | | | | Total Costs |
|--|------------------|-----|-----|-----|--------|--------|-------|-------------|
| | QCBS | QBS | SFB | LCS | CQ | Others | N.B.F | |
| A. Firm | 0.33 | | | | 0.03 | 0.34 | | 0.70 |
| | (0.33) | | | | (0.03) | (0.34) | | (0.70) |
| B. Individuals | | | | | | 2.42 | | 2.42 |
| | | | | | | (2.42) | | (2.42) |
| Total | | | | | | | | 3.12 |
| | | | | | | | | (3.12) |

Total costs include contingencies.

Figures in parenthesis are the amounts to be financed by the NBTF Grant executed by the Bank

QCBS - Quality- and Cost-Based Selection

QBS - Quality Based Selection

SFB - Selection under fixed Budget

LCS - Least - Cost Selection

CQ - Selection Based on Consultants' Qualification

Other - Selection of individual consultants (per Section V of Consultants Guidelines), Direct contracting, Commercial practices. etc.

N.B.F -Non Bank-Financed

Table A2: Consultant Type and Arrangement (optional) (US\$ equivalent in million)

| Component and items | Type of consultants | Duration programmed | Total Value |
|-----------------------------------|----------------------|---------------------|-------------|
| 1.1. PMU Manager | LTC individual | 3 years | 0.34 |
| 1.3. Pub. Opinion Research | Firm | 1 and 3 | 0.13 |
| 1.4. National Coordinators | LTC individual-7nos | 2.25 years | 0.60 |
| 1.5 Mid level professionals | LTC individuals-7nos | 0 | 0.0 |
| 1.6 Limited ctry programs | STC individuals | 2 years | 0.04 |
| 1.7. Annual Audit | Firm | Annual | 0.05 |
| 1.8. Media Monitoring | Firm | Annual | 0.15 |
| 2.1 Public Information officers | LTC -2 nos | 2.75 years | 0.36 |
| 2.2. Consultancy for web design | Firm | Annual | 0.03 |
| 2.3. Program Activities | STC - 7 countries | Annual | 0.18 |
| 3.1. Confidence Build. Officer \a | LTC – 3 nos | 3 years | 0.54 |
| 3.2. Program activities | STC – 7 countries | Annual | 0.18 |
| 4.1. Program Activities | STC – 7 countries | Annual | 0.07 |
| 4.2 PSA | LTC - Firm | Annual | 0.34 |

\ a Time share with component 4.

8. Prior Review Thresholds (Table B)

The World Bank will conduct a prior review of the following procurement documentation:

(a) *Goods and Equipment:* All Contracts above US\$200,000 will be submitted for prior review.

(b) *Consultants' Services:* All contracts with firms above US\$200,000, will be submitted for prior review. Individual consultant contracts above US\$50,000 will all be subject to prior review. Terms of Reference will be written by the appropriate NBI/PMU (in many cases by the Subject Matter Specialists) and UNOPS shall be responsible for review of all Terms of Reference. To streamline project operations, the Bank will not review the Terms of Reference for any contract less than US\$50,000 cleared by UNOPS.

(c) *Operational expenses:* All individual long term contracts (greater than six months) for professional project staff will be subject to prior review.

(d) The contracts that would not be subject to prior review would be subject to ex-post review.

Table B: Thresholds for Procurement Methods and Prior Review

| Expenditure Category | Contract Value Threshold (US\$ thousands) | Procurement Method | Contracts Subject to Prior Review (US\$ millions) |
|--|--|------------------------------|---|
| 1. Works | | | |
| 2. Goods | >200 80 - 200 <80 | ICB NCB Shopping | All Post review Post review |
| 3. Services- Firms | >200 100 - 200 <100 | QCBS QCBS, QBS, LCS CQ | All First contract (each type) Post review |
| 4. Services - Individuals | >50 | CQ | All professionals and project long-term staff (>6 months) |
| Total value of contracts subject to prior review: | | | approximately US\$6.0 Million |

9. Overall Procurement Risk Assessment (Average)

Frequency of procurement supervision missions proposed: Every semi-annual project review would include special procurement supervision for post-review/audits. Ex-post review for at least 15% of the annual procurement contracts would be conducted.

10. Procurement Processing

All procurement packages will be prepared either by UNOPS directly or by the Procurement Specialist at the PMU. All procurement will be carried out in accordance with the procurement plan and packaging and as agreed with the Bank. The PMU/UNOPS will forward the procurement packages and schedule, to the NBI for endorsement and for onward forwarding to the Bank for prior review and 'no objection', as required. Detailed Terms of Reference for the Project Services Agency have been elaborated in main PAD.

B. DISBURSEMENT

Memorandum of Services Agreement (MSA) and Blanket Application for Withdrawal (BAW). Following the signing of the Grant Agreement with the NBI, will establish a Memorandum of Services Agreement (MSA) between the NBI and UNOPS. After the effective date of the Grant Agreement, the NBI will submit to the Bank a copy of the signed MSA along with a blanket withdrawal application covering the total estimated cost of the Services, such application to be copied to UNOPS. This will enable UNOPS to request for advances from the Grant proceeds for the purposes agreed in the MSA; however, disbursement will not commence until the Bank Financial Management Specialist (FMS) certifies that the accounting and financial management systems used for the purpose of the implementation of the Project are operational and able to produce the agreed upon Financial Monitoring Reports (FMRs).

Initial request for advance. Upon receipt by UNOPS of a notice from the Bank that the Withdrawal Application has been received in good order and accepted, UNOPS will submit a request to the Bank, with copy to the NBI, for an initial advance necessary to cover project expenditures for the first six months of the project life. This request will be supported by the first set of FMRs. The estimate of funds required will be consistent with the initial work plan as reflected in the Project Implementation Plan, which will have been agreed between the NBI and the Bank. UNOPS will start making obligations against the project budget when the initial advance is received.

Quarterly replenishment requests. Replenishment of the project account will be on quarterly basis. UNOPS will submit quarterly replenishment requests for each calendar year to the Bank with copies to the NBI reflecting expenditures paid during the previous three months and an estimate of expenditures for the ensuing six months. These quarterly requests will be in the agreed FMR format, which will include the following for disbursement purposes:

4. An introductory Narrative discussing developments and progress
5. Project Account reconciliation statement
6. Financial Reports:
 - Source and uses of funds (period and cumulative)
 - Use of funds by project component (budgeted, actual period, and cumulative)
7. Physical Progress Report (narrative may complement of substitute tabular information):
 - Linkage of financial information with output indicators or contract status of key activities
 - Outcome indicators
8. For contracts above the prior review threshold:
 - The contractor/consultant's name, nationality, and (where applicable) the zip code
 - The amount disbursed under each contract
9. For contracts below the prior review threshold:
 - Aggregate disbursement by country of supply
 - Breakdown of aggregate disbursements by legal disbursement category and disbursement percentage
10. Forecast of expenditures for the next two FMR reporting periods (two quarters)

As part of each replenishment request, and in order to reconcile the advance amounts previously made, UNOPS will submit cash-flow projections (estimate of disbursements for project expenditures for the ensuing six months, less unspent balance of previous advances and interest earned).

Deposit Account. Advances from the Grant account will be deposited into UNOPS US dollar denominated bank account with the JP Morgan Chase Bank, New York. UNOPS will maintain ledger accounts for the NBTf funding of the project.

Bank guidelines. Advances to UNOPS from the Grant Account will be managed by UNOPS in accordance with Bank Guidelines as set forth in the MSA between UNOPS and the NBI and the Disbursement Letters to be issued by the Bank.

C. FINANCIAL MANAGEMENT

For financial management of the program, the services of UNOPS would be retained by NBI under the MSA.

The Bank staff has visited UNOPS and interviewed its management and staff and is satisfied with the capacity and systems in place and procedures and practices for project management services. With regards to the assignment and required business standards, as part of documentation for the negotiations of the MSA, UNOPS will produce a statement of capability, describing its capacity and the salient features of the systems it maintains, and demonstrating its ability to perform at the highest standards all responsibilities conferred to it through the agreement. Furthermore, along with the proposal, an acceptable draft of the project implementation and FM manuals as well as a copy of the FMRs will be submitted to the Bank for review.

Prior to project effectiveness the following two actions will take place: 1) in order to ensure the strengthening of FMS systems and procedures at Nile-SEC and the PMU for long-term sustainability, UNOPS and NBI will develop a time-bound action plan to be implemented during the course of the project; and 2) the Bank Project Team will further review the systems operated by UNOPS and will satisfy itself that those are operational and able to produce the FMRs.

Financial Monitoring Reports. UNOPS will report on behalf of NBI on the financial progress of the project using the quarterly Financial Monitoring Reports (FMR) and the Bank will reimburse UNOPS for project expenses based on those FMRs, the content of which has been discussed between the Bank and UNOPS. The FMR and any supporting documentation must be provided to the NBI, with a copy to the World Bank. The FMR format will be customized in a format to be agreed between the Bank, the NBI and UNOPS adapting to the specific needs of the project. The FMR will be submitted on a quarterly basis by UNOPS Finance Section and is forwarded directly by the UNOPS Finance Section to the Bank.

UNOPS will be responsible on behalf of NBI for preparing quarterly and annual budgets and Project Monitoring Reports, including FMRs, and the annual consolidated financial statements to be submitted to NBI and the World Bank. All documentation relating to financial transactions, procurement, contracts and invoices will be retained and made available to supervision missions and auditors.

Audit Reports. As UNOPS will be acting as the NBI's agent, an annual audit of the Grant will be conducted by the UNDP Division for Audit and Management Review and/or by auditors or audit firms contracted by it for this purpose in accordance with established practice in similar arrangements involving UN agencies acting as project service provider under Bank financed projects.

Flow of funds. Upon receipt of the Blanket Withdrawal Application from NBI and the subsequent request for project advance from UNOPS, the Bank shall deposit the requested project advance to a Deposit Account (see below) - funds will be advanced to the Project because of the time that it will take UNOPS to collect documentation and confirm accountability of funds disbursed by the PMU in the recipient countries. Thereafter, the Bank shall reimburse UNOPS for Project expenses based on the quarterly FMRs and Payment Request. UNOPS in turn, based on agreed work plans and acting on behalf of the NBI, will be responsible for contracting goods and services to achieve the project objectives. Major expenses (salaries, ICB Contracts, QCB Contracts, etc.) shall be paid directly by UNOPS. In order to facilitate smooth project operations and cover minor expenses, UNOPS will open imprest accounts for the PMU and the National Project Coordinators. The Imprest Account is to be used in accordance to the PIM. UNOPS will bear full responsibility and all business risks associated with those accounts.

Deposit Account. UNOPS maintains a bank account at the JP Morgan Chase Bank to receive funds, including funds for NBI Projects from UNDP and the World Bank - this account is maintained in United States dollars. Therefore, UNOPS will be required to maintain a separate ledger account for the various funding streams for the project (NBTF/World Bank and other grant). It should be noted that UNOPS only serves as the Project Service Agency, which means that it is not the owner of any funds by mandate. Rather UNOPS is the custodian of the funds on behalf of the NBI.

Management Fee. The level of the fee, which will be paid to UNOPS has been agreed between UNOPS and the NBI as about 8 percent in the estimate. The estimated fee is based on the expected workload and the level of services to be provided. The fee will be requested as part of the Quarterly Payment Requests based on actual expenditures. The estimated Categories NBTF Grant allocation according to the designed project is reflected in the following section.

Allocation of NBTF Proceeds

The allocation of the NBTF Grant proceeds is shown in tables C below. The Project will be implemented over a period of five years. The anticipated starting, completion and closing dates are as indicated in the inner page of the PAD. Disbursements will be against the four main expenditure categories: (a) Goods and Equipment including vehicles; (b) Consultants' Services including audit and legal; (c) Training, Research, Post graduate studies and Workshop; and (d) Administration, Operating and Maintenance Costs.

TABLE C: ALLOCATION OF PROCEEDS

NILE BASIN INITIATIVE
CONFIDENCE BUILDING & STAKEHOLDER INVOLVEMENT INITIAL PROJECT
Allocation of Grant Proceeds
NILE BASIN TRUST FUND
(US\$ Million)

| | Suggested Allocation of Grant Proceeds | |
|---|---|---------------------------|
| | Loan Amount | Disbursement % |
| 1. CONSULTANCY SERVICES | 3.01 | 100.00 |
| 2. TRAINING, RESEARCH & STUDIES | 0.29 | 100.00 |
| 3. EQUIPMENT & GOODS | 0.18 | 100.00 |
| 4. ADMINISTRATION AND OPERATION & MAINTENANCE | 0.90 | 100.00 |
| Unallocated | 0.17 | - |
| Total | 4.55 | 100.00 |

Grant amounts financed by NILE BASIN TRUST FUND

NILE BASIN INITIATIVE
CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT PROJECT
ANNEX SEVEN: PROJECT PROCESSING SCHEDULE

A. PREPARATION ASSISTANCE

| CBSI Team | |
|----------------------------------|--|
| Name | Specialty |
| Paula Donnelly-Roark, World Bank | Social Scientist, Participation Specialist |
| Cindy Weeks, CIDA | Communications Specialist |
| Len Abrams, Consultant | Water Resources Specialist |
| Ohn Myint | Finance and Procurement Specialist |

B. PROJECT PROCESSING SCHEDULE

| Activity | Date |
|---|---------------------------|
| Pre-appraisal Mission | March- April, 2002 |
| Pre-appraisal Review of draft PAD by Nile-TAC | December, 2002 |
| Decision Meeting | April 22, 2003 |
| Appraisal | April-May, 2003 |
| Negotiations | Dec, 2003---January, 2004 |
| Effectiveness | April, 2004 |

NILE BASIN INITIATIVE
CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT PROJECT
ANNEX EIGHT: DOCUMENTS IN THE FILE AND REFERENCE DOCUMENTS

Reference Documents For The CBSI PAD

- **World Bank Documents**

World Bank Technical Paper (1996), African Water Resources-Challenges and Opportunities for Sustainable Development, Africa Technical Department Series, WTP 331

Bank SVP Project Appraisals

- The World Bank (October 2002). Project Appraisal Document, Nile Transboundary Environmental Action Project, PO70073
- The World Bank (January 2003). Master Project Appraisal Document, the Nile Basin Initiative (NBI) Shared Vision Program, PO

NBI Project Documents

- **SVP Project Documents-** The SVP documents were prepared under the guidance of the Council of Ministers of Water Affairs of the Nile Basin States:

Nile Secretariat and World Bank (May 2001). International Consortium for Cooperation on the Nile (ICCON)
Nile Basin Initiative Strategic Action Program: Overview.

Nile Basin Initiative (May 2001). Policy Guidelines for the Nile River Basin Strategic Action Program

Nile Basin Initiative (May 2001). Confidence Building and Stakeholder Involvement (Communications)
Project Document

- **Subsidiary Action Program Documents-**The subsidiary action program documents for the Eastern Nile and the Nile Equatorial subregions
Were prepared under the guidance of the Eastern Nile Council of Ministers and the Nile Equatorial Lakes Council of Ministers respectively

Nile Basin Initiative (May 2001). Eastern Nile Subsidiary Action Program (EN-SAP) Project Identification Document

Nile Basin Initiative (May 2001). Nile Equatorial Lakes Subsidiary Action Program (NEL-SAP) Project Identification Document.

Background References

Agriteam Canada Consulting LTD. (October 2001). Nile Basin Short-Term Communications Project, Final Report (summary of communications With stakeholder involvement experts from the 10 basins countries).

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Mosse, David, Farrington, John and Rew, Alan. (1998) *Development as Process: Concepts and methods for working with complexity*, London, England

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Verhelst, Thierry G. (1990), *No Life without Roots: Culture and Development*, translated from French by Editions Duculot, Paris-Gembloux, in 1987.

NILE BASIN INITIATIVE

CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT PROJECT

ANNEX NINE: OVERVIEW OF THE NILE BASIN INITIATIVE

The River Nile. The Nile is one of the world's great rivers. For millennia, this unique waterway has nourished varied livelihoods, an array of ecosystems, and a rich diversity of cultures. As the world's longest river, it traverses nearly 6,700 kilometers, covering more than 35 degrees of latitude and draining an area of over 3 million square kilometers—one tenth of Africa's total land mass. It is a basin of varied landscapes, with high mountains, tropical forests, woodlands, lakes, savannas, wetlands, arid lands, and deserts, culminating in an enormous delta on the Mediterranean Sea. It is generally agreed that the Nile has several sources. The principle streams are the White Nile, which begins in the Great Lakes region of Central Africa; and the Blue Nile (Abbay) and the Atbara (Tekeze), both flowing from the highlands of Ethiopia. The most distant source is the Kagera River, which winds its way through Burundi, Rwanda, Tanzania, and Uganda into Lake Victoria.

A Transboundary Resource. The Nile River is shared by 10 countries: Burundi, Democratic Republic of Congo, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, Sudan, Tanzania, and Uganda. It is home to world-class environmental assets, such as Lake Victoria (the second-largest fresh water body by area in the world) and the vast wetlands of the Sudd. It also serves as home to an estimated 160 million people within the boundaries of the basin, while about twice that number—roughly 300 million—live in the 10 countries that share and depend on Nile waters.

Challenges and Opportunities. Despite the extraordinary natural endowments and rich cultural history of the Nile Basin, its people face considerable challenges. Today, the basin is characterized by poverty, instability, rapid population growth, and environmental degradation. Four of the Nile riparian countries are among the world's 10 poorest, with per capita incomes of US\$100–200 per year. Population is expected to double within the next 25 years, placing additional strain on scarce water and other natural resources. Only one other river basin (the Danube) is shared by more countries than the Nile, and the transboundary nature of the river poses complex challenges. Yet the Nile holds significant opportunities for “win-win” development that could enhance food production, energy availability, transportation, industrial development, environmental conservation, and other related development activities in the region. Cooperative water resources management can also serve as a catalyst for greater regional integration, both economic and political, with potential benefits possibly far exceeding those derived from the river itself.

Evolving Cooperation. Appreciating the benefits of cooperation, various subgroups within the Nile Basin have engaged in cooperative activities over the past 30 years. One of the early regional projects in the Nile Basin was Hydro-met, which was launched in 1967, with the support of the United Nations Development Programme (UNDP), to foster the joint collection of hydrometeorology data. Hydro-met operated until 1992. In 1993, the Technical Cooperation Committee for the Promotion of the Development and Environmental Protection of the Nile Basin (TECCONILE) was formed in an effort to focus on a development agenda. Also in 1993, the first in a series of 10 Nile 2002 Conferences, supported by the Canadian International Development Agency (CIDA), was launched to provide an informal mechanism for riparian dialogue and the exchange of views between countries, as well as with the international community. Within the framework of the TECCONILE, a Nile River Basin action plan was prepared in 1995 with support from CIDA. In 1997, the World Bank agreed to a request by the Council of Ministers of Water Affairs of the Nile Basin States (the Nile Council of Ministers, or Nile-COM) to lead and coordinate donor support for their activities. Thus, the World Bank, UNDP, and CIDA began operating in concert as “cooperating partners” to facilitate dialogue and cooperation among the riparians, creating a climate of confidence within which an inclusive mechanism for working together could be established.

A New Era of Regional Cooperation

Towards a Long-Term Legal and Institutional Framework. Aware that sustained Nile cooperation requires a development focus, a permanent institution, and agreement on core legal principles, the Nile riparians established a forum for a process of legal and institutional dialogue in 1997, with UNDP support. With three-person teams from each country (typically senior government lawyers and water resource specialists) a panel of experts produced the draft text of the Cooperative Framework in early 2000. This encompasses general principles, rights and obligations, and institutional structure. The draft framework has moved the riparians a long way and important compromises have been reached. However, some key issues remain to be resolved, and the Council of Ministers agreed in August 2000 to extend the dialogue process to seek further agreement on the outstanding issues. UNDP has pledged its continued support to the process, which by its nature requires time and effort.

Establishment of the Nile Basin Initiative. In 1998, recognizing that cooperative development holds the greatest prospects of bringing mutual benefits to the region, all riparians, except Eritrea,²⁵ joined in a dialogue to create a regional partnership to facilitate the common pursuit of sustainable development and management of Nile waters. In an historic step, they jointly established an inclusive transitional mechanism for cooperation until a permanent cooperative framework is established. The transitional mechanism was officially launched in February 1999 in Dar es Salaam by the Nile Council of Ministers. In May 1999, the overall process was officially named the Nile Basin Initiative (NBI).

Developing a Shared Vision and Objectives. Following extensive consultations, the Nile Council of Ministers, at its Extraordinary Meeting in February 1999, adopted a shared vision and policy guidelines²⁶ for the NBI (see Annex 1). The shared vision is:

To achieve sustainable socioeconomic development through the equitable utilization of, and benefit from, the common Nile Basin water resources.

The policy guidelines, which provide a basinwide framework for moving forward with cooperative action, set forth the primary objectives of the NBI:

- 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.

Pursuing Cooperative Development. The initiative provides a unique forum for the countries of the Nile to move toward a cooperative process to realize tangible benefits in the basin and build a solid foundation of trust and confidence. The Nile Council of Ministers serves as the highest decision-making body of the NBI. Chairmanship of the Nile Council of Ministers is rotated annually. The Nile Council of Ministers is supported by the Nile Technical Advisory Committee, which is composed of two senior officials from each member country. The NBI maintains a secretariat (sometimes referred to as the Nile-SEC) in Entebbe, Uganda. The NBI Secretariat began operations in June 1999 and was officially launched on September 3, 1999.

²⁵ Eritrea attended its first Council of Ministers meeting in August 2000. It is participating actively in the Nile Basin Initiative in an observer capacity and has stated its intention to participate fully soon.

²⁶ *Policy Guidelines for the Nile River Basin Strategic Action Program*, Council of Ministers of Water Affairs of the Nile Basin States, February 1999.

The NBI Strategic Action Program

From Vision to Action. To translate the Shared Vision into action, the riparians are developing a Strategic Action Program that focuses on two complementary ideas—a *shared vision* and *action on the ground* (Figure 1). The ideas are mutually reinforcing. A common vision provides a framework for activities on the ground, and, in turn, these activities realize the vision. These ideas are being translated into actions through two complementary programs: (i) a basin wide Shared Vision Program to create an enabling environment for cooperative action through building trust and skill, and (ii) Subsidiary Action Programs to plan and implement investments and activities on the ground at the lowest appropriate level, taking into account the benefits from, and impacts of, these activities in all riparian countries.

The Shared Vision Program. The primary purpose of the Shared Vision Program (SVP) is to create an enabling environment for cooperative management and development in the Nile Basin through a limited but effective set of basinwide activities and projects. The SVP project portfolio includes the seven thematic projects listed below and summarized in Table 1. These projects address the major water-related sectors and crosscutting themes deemed critical by the Nile riparians to ensure an integrated and comprehensive approach to water resources development and management. The projects may also serve as catalysts for broader socioeconomic development. An eighth “project,” the Coordination function, will strengthen the capacity of the NBI institutions to execute and coordinate cooperative, basin wide projects.

- Nile Transboundary Environmental Action
- Nile Basin Regional Power Trade
- Efficient Water Use for Agricultural Production
- Water Resources Planning and Management
- Confidence Building and Stakeholder Involvement
- Applied Training
- Socioeconomic Development and Benefit Sharing.

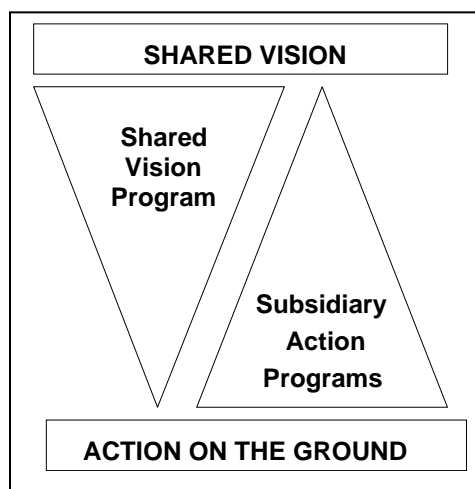


Figure 1. Strategic Action Program for the Nile Basin

Although each project is different in focus and scope, they build upon each other to form a coordinated program. All SVP projects contribute to building a strong foundation for regional cooperation by supporting basin wide engagement and dialogue, developing common strategic and analytical frameworks, building practical tools and demonstrations, and strengthening human and institutional capacity. Together, the projects of the Shared Vision Program seek to lay the foundations for the shared vision for—as well as build the capacity to achieve—the sustainable development of the River Nile for the benefit of all.

The detailed preparation of the Shared Vision Program was accomplished through a unique, multicountry, multisectoral, and participatory process led by the Nile Council of Ministers and NBI Technical Advisory Committee and executed by the NBI Secretariat. More than 70 national experts, including eight technical specialists from each of the nine countries, were involved in detailed project preparation. For many, it was the first time that they have discussed common concerns and potential opportunities with their colleagues from neighboring and co-riparian countries. The creative energy and hope for the future engendered by this preparation process were a visible demonstration of the strong ownership by the Nile riparian countries and their commitment to jointly pursue their common goal.

Table 1. Overview of Shared Vision Program (SVP) Project Portfolio

| Function | Project | Objectives | Indicative Cost* (US\$ million) |
|--|---|--|---------------------------------|
| Creating an enabling environment for cooperative development: <ul style="list-style-type: none"> ▪ Basinwide engagement and dialogue ▪ Common strategic and analytical frameworks ▪ Practical tools and demonstrations ▪ Institutional and human capacity building | Nile Transboundary Environmental Action | Provide a strategic framework for environmentally sustainable development of the Nile River Basin. Support basinwide environmental action linked to transboundary issues in the context of the Nile Basin Initiative Strategic Action Program. | 39 |
| | Nile Basin Regional Power Trade | Establish the institutional means to coordinate the development of regional power markets among the Nile Basin countries. | 13 |
| | Efficient Water Use for Agricultural Production | Provide a sound conceptual and practical basis to increase availability and efficient use of water for agricultural production. | 5 |
| | Water Resources Planning and Management | Enhance the analytical capacity for basinwide perspective to support the development, management, and protection of Nile Basin waters. | 28 |
| | Confidence Building and Stakeholder Involvement | Develop confidence in regional cooperation under the NBI, both at basin and local levels, and ensure full stakeholder involvement in the NBI and its projects. | 15 |
| | Applied Training | Strengthen institutional capacity in selected subject areas of water resources planning and management in public and private sectors and community groups. Create or strengthen centers with capacity to develop and deliver programs on a continuing basis. | 20 |
| | Socioeconomic Development and Benefit Sharing | Strengthen Nile River basinwide socioeconomic cooperation and integration. | 11 |
| Total | | | 131 |

* Estimated project costs to be finalized during the appraisal process for each project. Estimated costs shown are based on preappraisals as of September 2002 and do not yet reflect counterpart contributions or partnership contributions.

The objective of the eighth SVP Project, referred to as the SVP Coordination function and located at the NBI Secretariat, is to strengthen the capacity of the NBI institutions to execute basinwide programs and to ensure the effective oversight and coordination of the NBI's Shared Vision Program.

The Shared Vision Program and project documents for each of the seven projects were approved by the Nile Council of Ministers at its Extraordinary Meeting held in Khartoum, Sudan, in March 2001 and presented to the international community to raise support for implementation in June 2001. The SVP projects are currently undergoing detailed implementation planning, with project startup to occur in a phased manner beginning in early 2003.

Subsidiary Action Programs. In parallel to the SVP, groups of countries have initiated subsidiary action programs to cooperatively identify and implement investment projects that confer mutual benefits. The objective of these programs is to translate the Shared Vision into action, realizing transboundary

development opportunities within the agreed basinwide framework. Potential types of projects identified by the riparians²⁷ for bundling into subsidiary action programs are summarized in Table 2.

Table 2. Types of Projects for Consideration in Subsidiary Action Programs

| I. Generic Water Resources Management Project Possibilities | II. Other Related Joint Development Project Possibilities |
|--|---|
| <ul style="list-style-type: none"> ▪ Water supply and sanitation ▪ Irrigation and drainage development ▪ Fisheries development ▪ Hydropower development and pooling ▪ Watershed management ▪ Sustainable management of wetlands and biodiversity conservation ▪ Sustainable management of lakes and linked wetland systems ▪ River regulation ▪ Flood management ▪ Desertification control ▪ Water hyacinth and weeds control ▪ Pollution control and water quality management ▪ Water use efficiency improvements. | <p data-bbox="812 394 950 420"><i>Infrastructure</i></p> <ul style="list-style-type: none"> ▪ Regional energy networks, including power interconnection and gas pipelines ▪ Telecommunication development ▪ Regional transport, including: railway and road networks; river and marine navigation; and aviation. <p data-bbox="812 567 1015 592"><i>Trade and Industry</i></p> <ul style="list-style-type: none"> ▪ Promotion of trade (including border trade) ▪ Industrial development ▪ Regional tourism development ▪ Promotion of private investment and joint ventures ▪ Marketing and storage of agricultural products ▪ Forest crop harvesting <p data-bbox="812 808 1096 833"><i>Health, environment, other</i></p> <ul style="list-style-type: none"> ▪ Malaria and other endemic diseases control ▪ Protection of wildlife ▪ Environmental management ▪ Disaster forecasting and management |

To date, the Nile riparians have formed two subsidiary action programs—one in the Eastern Nile region and the other in the Nile Equatorial Lakes region (see below). Based on wide consultation at the political and technical levels, both programs have developed a strategic approach to cooperative management and development at the sub-basin level, as well as a list of priorities and criteria for projects. Both subsidiary action programs have identified the first set of cooperative projects to be prepared, and project identification documents for donor consideration were made available in early June 2001. Initial support for project preparation activities and the implementation of fast-track projects was raised in June 2001 at a meeting of the international community held in June 2001 in Geneva, Switzerland (section 2 of this annex has more information about this meeting). Over the next few years, preparatory activities are likely to include detailed social, environmental, and economic analyses; pre-feasibility and feasibility studies; and design-related activities. Selected preparatory activities have begun in each of the subsidiary action programs.

The Eastern Nile Subsidiary Action Program. The Eastern Nile Subsidiary Action Program (ENSAP) currently includes the countries of Egypt, Ethiopia, and Sudan.²⁸ As set out in a jointly developed strategy adopted by the Eastern Nile Council of Ministers, the primary objectives of ENSAP are to: ensure efficient water management and optimal use of resources through equitable utilization and causing no significant harm; ensure cooperation and joint action between the Eastern Nile countries seeking win-win gains; target poverty eradication and promote economic integration; and ensure that ENSAP results in a move from planning to action.

The Eastern Nile riparians recognize that potential investments need to be assessed within a regional context and that benefits of a win-win nature are most likely to be found in the bundling of projects within

²⁷ *Policy Guidelines for the Nile River Basin Strategic Action Program*, Council of Ministers of Water Affairs of the Nile Basin States, February 1999.

²⁸ Eritrea, which is located in the Eastern Nile region, participated in its first meeting of the Eastern Nile Council of Ministers as an observer in March 2001 and may join ENSAP in the future.

a multipurpose context. Consequently, consensus was reached that the objective of a first ENSAP project, referred to as the Integrated Development of the Eastern Nile (IDEN) Project, will be to “initiate a regional, integrated, multipurpose development project through a first set of investments which confer tangible, win-win gains and demonstrate joint action between the Eastern Nile countries.” IDEN includes a preparation process that facilitates integration, options analysis based on best practices, and prioritization of subprojects within an overall regional, integrated framework.

IDEN, the first ENSAP project, will comprise the following seven major subprojects:

- Eastern Nile Planning Model subproject*
- Baro-Akobo Multipurpose Water Resources Development subproject
- Flood Preparedness and Early Warning subproject*
- Ethiopia-Sudan Transmission Interconnection subproject*
- Eastern Nile Power Trade Investment Program
- Irrigation and Drainage subproject
- Watershed Management subproject. *

Each of the subprojects will be prepared and implemented in a phased manner, and the subprojects will be more fully defined during the preparation process. Some subproject proposals, which can clearly be identified as contributing to an integrated, regional program and are already at advanced stages of preparation, will proceed at an accelerated pace (fast-track) to final stages of appraisal. This will ensure that tangible results are realized early, fostering confidence in the process. Other subprojects will require extensive preparatory work to ensure and maximize win-win gains in a regional context. It is anticipated that additional activities may be identified during the project preparation process and prepared for appraisal or fast-tracked as appropriate. An Eastern Nile technical regional office has been established in Addis Ababa, Ethiopia, to facilitate the process of cooperative development and assist the Eastern Nile Council of Ministers and technical team in the joint and coordinated preparation of IDEN.

The Nile Equatorial Lakes Region Subsidiary Action Program. The Nile Equatorial Lakes Region includes the six countries in the southern portion of the Nile Basin—Burundi, Democratic Republic of Congo, Kenya, Rwanda, Tanzania and Uganda—as well as the downstream riparians Egypt and Sudan. The water resources of the Nile Equatorial Lakes region include one of the world’s great complexes of lakes, wetlands, and rivers. The region’s economies are characterized by rain-fed agriculture, subsistence farming, low industrialization, and poor infrastructure development.

The objectives of the Nile Equatorial Lakes Region Subsidiary Action Program (NELSAP), as defined by the Nile Equatorial Lakes Council of Ministers, are to contribute to the eradication of poverty, promote economic growth, and reverse environmental degradation. NELSAP is expected to be a long-term program, with multiplier effects in broader economic integration as the program shows results on the ground.

Twelve NELSAP projects have been identified by the Nile Equatorial Lakes riparians in a consultative manner, targeting investments in agricultural development, fisheries development, water resources management, water hyacinth control, and hydropower development and transmission interconnection. Preparation and implementation of the projects will be through joint project steering committees set up by the participating riparian countries. A small coordination unit has been established in Entebbe, Uganda, to facilitate project preparation and implementation. Preparation periods are, in most cases, between one and three years, depending on the scale and scope of the project. The following 12 projects have been identified:

* ENSAP subprojects identified for fast-track preparation and implementation.

- **Natural Resources Management**

- Enhanced Agriculture Productivity through Rainwater Harvesting, Small Scale Irrigation and Livestock Management
- Fisheries Project for Lake Albert and Lake Edward
- Development of a Framework for Cooperative Management of the Water Resources of the Mara River Basin
- Kagera River Basin Integrated Water Resources Management
- Development of a Framework for Cooperative Management of the Water Resources of the Malakisi-Malaba-Sio River Basins
- Water Hyacinth Abatement in the Kagera River Basin.

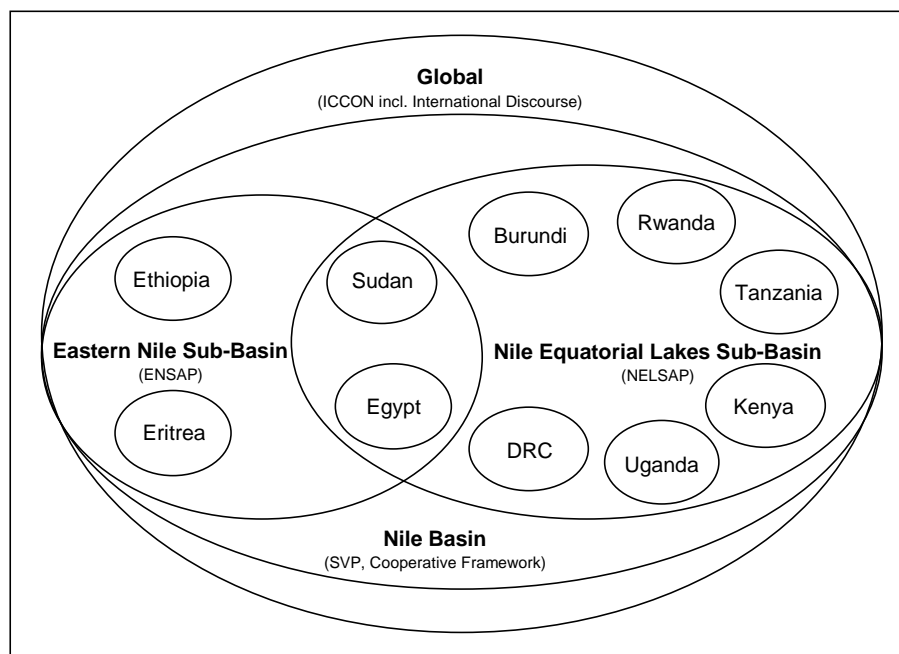
- **Hydropower Development and Power Trade**

- Rusumo Falls Hydroelectric Power Development
- Ranking and Feasibility Study of Hydroelectric Power in the NEL Region
- Interconnection between Kenya and Uganda
- Interconnection between Burundi, Democratic Republic of Congo, and Rwanda
- Interconnection between Burundi and Rwanda
- Interconnection between Rwanda and Uganda.

Riparian Consultative Process. The NBI facilitates riparian dialogue and cooperative action at multiple political and technical levels. The Nile Council of Ministers provides the main policy direction for Nile Basin cooperation, including the Strategic Action Program. The NBI Technical Advisory Committee, which coordinates joint activities, is responsible to the council for preparing and implementing the basinwide Shared Vision Program. While the Nile Council of Ministers and the NBI Technical Advisory Committee have promoted the identification of Subsidiary Action Program projects at the sub-basin level, the responsibility for the Subsidiary Action Programs rests with the involved riparians, within the overall basinwide framework. Throughout the process, high priority has been and will continue to be placed on strengthening the process of consultation in order to build trust and confidence. Figures 2 and 3 illustrate how country activities will take place within sub-basin frameworks, which will occur within the broader context of the basinwide framework.

The basinwide framework also includes an “international discourse” to promote broad-based discussion on the sustainable development and management of Nile waters. The international discourse, which was initiated in cooperation between the World Wildlife Fund, the World Conservation Union (IUCN), and the World Bank, is now being implemented by IUCN with initial support from CIDA. The International Discourse Desk is being established in Kampala, Uganda.

Figure 2. Levels of Cooperation within the Nile Basin Initiative



Supporting an Historic Process

International Consortium for Cooperation on the Nile. The International Consortium for Cooperation on the Nile (ICCON) has been established to support the NBI’s Strategic Action Program. Its first meeting was held in Geneva in June 2001. The ICCON is a unique forum, envisioned as a long-term partnership of the riparian states and the international community. The first meeting of the ICCON raised funding for the portfolio of basinwide Shared Vision projects and the preparation of projects identified under the Subsidiary Action Programs. The first ICCON meeting also celebrated cooperation and demonstrated international solidarity for cooperative development in the Nile Basin. More detailed information on ICCON is provided in Section 2.

Partnerships. Support for the NBI has been characterized by partnership since it began. The initial partners comprised the World Bank, UNDP, and CIDA. These initial cooperating partners have played the role of concerned facilitators, assisting the process of dialogue. As the NBI moved into the initial preparation of the Strategic Action Program, the governments of Denmark, Finland, Germany, Italy, the Netherlands, Norway, Sweden, the United Kingdom, and the United States, together with the United Nations Food and Agriculture Organization (FAO) and the Global Environmental Facility (GEF), supported the initiative, directly or through World Bank trust funds. With the first ICCON, the circle of partners widened as the international development community committed further support for implementation of the Shared Vision Program and for preparation of Subsidiary Action Program projects.

Riparian Ownership and Commitment. The Nile Basin countries have invested significant time, effort, and resources in launching and sustaining the NBI. The initiative provides a transitional institutional mechanism for cooperation, an agreed vision and basinwide framework, and a process to facilitate substantial investment in the Nile Basin. The initiative is based on the recognition that the basin has a shared past and a shared future, and that there is an urgent need for development and for the alleviation of poverty. It represents deep commitment by the Nile riparian countries to foster cooperation and pursue jointly the sustainable development and management of Nile water resources for the benefit of all. Although various subgroups of Nile riparians have engaged in cooperative activities over the past 30 years, the Cooperative Framework and the NBI process mark the first time that *all* riparians have joined

together in a joint dialogue and a cooperative initiative as equal members. The inclusion of all 10 Nile riparians holds the promise of meaningful, comprehensive cooperation in the basin.²⁹

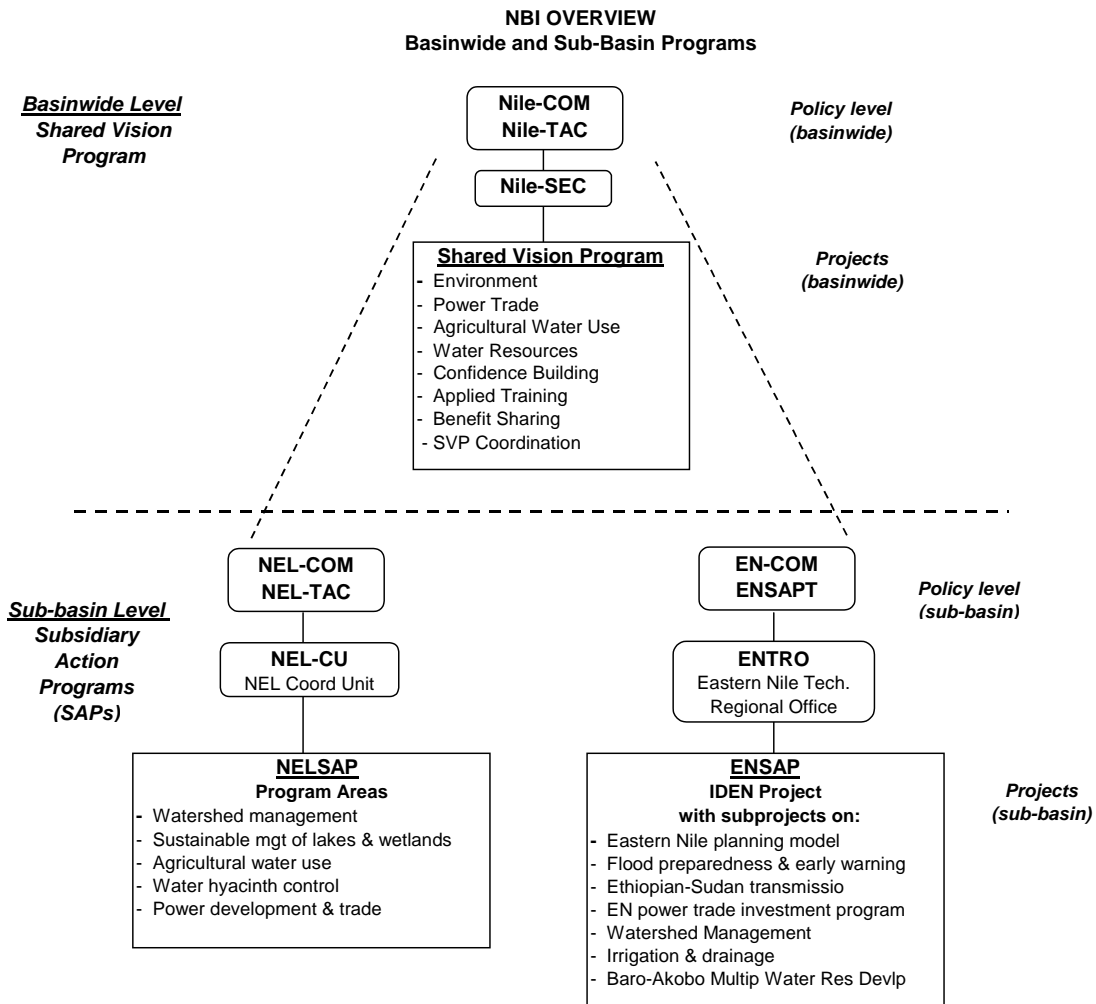


Figure 3: Overview of the NBI and its Strategic Action Programs

²⁹ Eritrea is participating as an observer and has stated its intention to participate fully soon.

2. INTERNATIONAL CONSORTIUM FOR COOPERATION ON THE NILE

Introduction

Mandate. Following a request by the Council of Ministers of Water Affairs of the Nile Basin States, the Bank agreed in 1997 to coordinate donor support for an action plan and to convene a consultative group meeting. This consultative group is now within the broader framework of the ICCON. In accordance with confirmation by the Nile Council of Ministers at its meeting in Khartoum, Sudan, in March 2001, the first ICCON meeting was held June 26–28, 2001, in Geneva, Switzerland. Subsequent meetings will be held when needed, probably about every two to three years

ICCON Objective. ICCON is conceived as a partnership between and among the Nile riparian countries and the international community. ICCON will seek to raise and coordinate funding from bilateral, multilateral, and possibly private funding entities, in support of cooperative water resources management and development projects and other related projects in the Nile Basin. ICCON will also provide a forum for discourse that will bring together riparians and donors, and, increasingly, civil society, nongovernmental organizations (NGOs), and the private sector.

ICCON Structure

The ICCON structure, which is based on discussions by the Nile Council of Ministers and input from consultations with the donor community, consists of two interrelated elements, one a subset of the other, working in close collaboration under the guidance of the Nile Council of Ministers. A schematic of the ICCON partnership structure is presented in Figure 4.

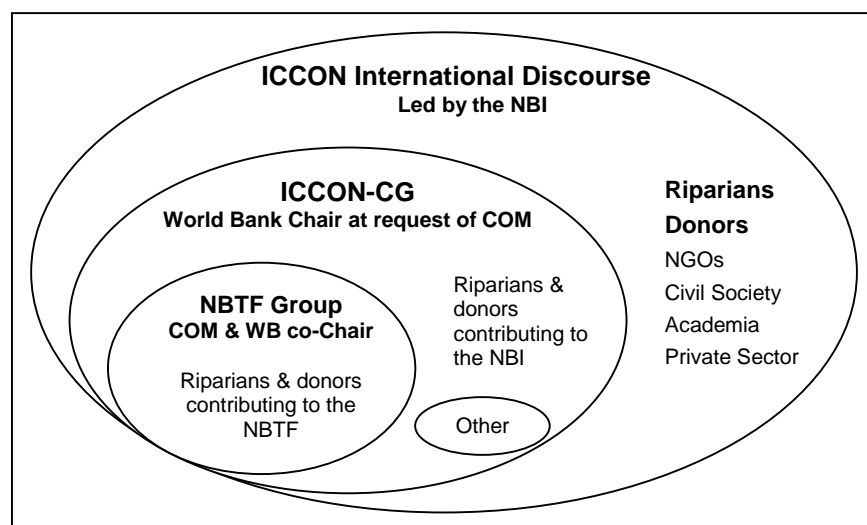
ICCON. ICCON is a broad partnership, led by the NBI, encompassing the riparian countries of the Nile, the international donor community, public and private lenders, and investors, as well as other interested parties such as civil society, professional organizations, and NGOs, who wish to work together to support achievement of the riparians' Shared Vision. ICCON will inform and foster a growing international dialogue on the opportunities and options for cooperative development in the Nile Basin.

ICCON Consultative Group. The ICCON Consultative Group, established at the request of the Nile Council of Ministers, is a subgroup of the ICCON. The ICCON Consultative Group is chaired and coordinated by the World Bank according to Consultative Group practice and custom, in collaboration with cooperating partners. The ICCON Consultative Group comprises those donors/lenders that are financially contributing to, or anticipating contribution to, support of the NBI. Additionally the ICCON Consultative Group includes donors providing official development assistance to individual riparian countries, to promote linkages between country development programs and the NBI. Meetings of the ICCON Consultative Group will provide the forum for building and maintaining donor commitment to, and raising funds for, NBI programs, and for detailed reporting to donors on the progress, coordination, and work plans of the NBI.

Funding Mechanisms

The financial mechanisms proposed in support of the NBI are designed with several objectives in mind: to maximize riparian ownership and control of the process; to meet donor requirements for fiduciary accountability; and to provide timely and efficient administration of funds. Given the nascent nature of the cooperative Nile institutions, the magnitude of financial resources involved, the imperative for early implementation of projects, and following extensive consultation with potential donors, a World Bank–managed, multidonor trust fund was proposed by the Nile Council of Ministers as the preferred initial funding mechanism (although alternative funding mechanisms may also be used). This would allow funds to be transferred according to established disbursement and procurement procedures. An objective would be the eventual transfer of the trust fund to a Nile Basin institution as program implementation progresses and a permanent institutional framework is established.

Figure 4. The ICCON Partnership Structure



Nile Basin Trust Fund. The Nile Basin Trust Fund (NBTF) is to provide a coordinated, streamlined, and cost-effective vehicle to administer the donor support pledged through the ICCON Consultative Group. The NBTF would support the Shared Vision Program, the preparation of the Subsidiary Action Programs, and the overall facilitation and general support to Program-related activities. Initially the Trust Fund will have eleven sub-accounts (child-level Trust Funds) : eight sub-accounts for SVP projects; two subsidiary action program sub-accounts , one each for the preparation of ENSAP and NELSAP; and one sub-account for ongoing NBI facilitation and general support activities such as overall NBI coordination and the identification of new initiatives. However, the structure of the Trust Fund will be sufficiently flexible to accommodate additional sub-accounts as the program develops. Although donors will be able to specify their interest in supporting activities under one or more of these sub-accounts, the overall priority process will be governed by the Trust Funds Administrative Agreement and reviewed by the NBTF Committee. Support for the NBI Secretariat will be provided through the capacity building project sub-account (eighth SVP project). The recipient-executed portion of the NBTF will be administered by the World Bank and executed by the relevant NBI or NBI-designated entities following implementation procedures for procurement and disbursement acceptable by the Bank. The facilitation and general support to Program-related activities component of the NBTF will be executed by the Bank staff and will comply with standard procedures for Bank-executed Trust Funds.

NBTF Committee. The NBTF Committee³⁰ will be responsible for overseeing the operation of the Nile Basin Trust Fund and the use of its resources to meet the objectives of the NBI programs. The NBTF Committee will foster both close partnership between the Nile Basin Countries, Development Partners and the World Bank, and at the same time, strong ownership of the NBI by the Nile countries. To achieve this, the NBTF Committee will be both consultative and advisory. The NBTF Committee will be co-chaired by the Nile Council of Ministers (or its representative) and the World Bank, and will develop its own procedures. The NBTF may be convened at the request of the World Bank; however, it is proposed that the Committee normally meet annually.

Alternative Arrangements for Donor Financing. Some donors may be unwilling or unable to provide their support through the NBTF. In such cases, support to individual projects or to the NBI’s executive arm, the NBI Secretariat, will be arranged through mutually agreed channels, for example, bilaterally to

³⁰ Terms of reference for the NBTF Committee are currently under joint discussion by the Nile Council of Ministers, the Development Partners, and the World Bank.

the NBI³¹. Donors whose contributions are not channeled through the NBTF would not be members of the NBTF Committee, but would be members of the ICCON Consultative Group and receive regular progress and coordination briefings in that forum. Every effort needs to be made to minimize the proliferation of alternative administrative arrangements due to different donor requirements. As preparation of the Subsidiary Action Programs progresses, innovative financing mechanisms, beyond the NBTF, for preparation and implementation of large-scale investments will be needed.

Riparian Contributions. The core costs of the Nile Council of Ministers, NBI Technical Advisory Committee, and NBI Secretariat will be supported by the Nile Basin countries through their continued payment of annual dues. Riparians will be expected to provide counterpart funds for all projects, and may also choose to contribute additional funds to the NBI Secretariat. Sponsorship of SVP project management units, whose local costs are to be financed by the host countries, will be another avenue of riparian support to the NBI.

The First Meeting of ICCON

Launching of ICCON. The first ICCON meeting was held June 26–28, 2001, in Geneva. This meeting consisted of two components. The first day, June 26, was an ICCON event hosted by the NBI and attended by more than 70 ministers and other representatives from the Nile Basin countries, as well as a broad spectrum of invited parties from the international community, including representatives from more than 35 bilateral donors, multinational financing agencies, international agencies, and the NGO community (see Table 3). This event was designed to launch the consortium, to celebrate cooperation in the Nile River Basin, and to further the discourse on Nile development. The chairman of the Nile Council of Ministers launched the meeting and was followed by an invited keynote address by James D. Wolfensohn, President of the World Bank, and statements of support from UNDP, CIDA, the European Union, GEF, and a coalition of interested NGOs. Poems and stories by children of the Nile, followed by presentations on the challenges in the basin and opportunities afforded by cooperation, underscored the importance of this initiative in launching a new, unprecedented era of cooperation on the Nile.

Table 3. Participation of the International Community at the First ICCON Meeting

| | | |
|------------------|---|---|
| ▪ Belgium | ▪ Abu Dhabi Fund for Development | ▪ Kuwait Fund for Arab Economic Development |
| ▪ Canada | ▪ African Center for Technology Studies | ▪ Sudanese Environment Conservation Society |
| ▪ Denmark | ▪ African Development Bank | ▪ Third World Water Forum |
| ▪ Finland | ▪ Arab Bank for Economic Development in Africa | ▪ Uganda Wildlife Society |
| ▪ France | ▪ East African Community | ▪ United Nations Development Programme (UNDP) |
| ▪ Germany | ▪ European Commission | ▪ U.N. Economic Commission for Africa (UNECA) |
| ▪ Italy | ▪ Food and Agricultural Organization | ▪ UNESCO Chair in Water Resources (UCWR) |
| ▪ Japan | ▪ Global Environmental Facility | ▪ World Bank |
| ▪ Netherlands | ▪ InterAfrica Group | ▪ World Meteorological Organization |
| ▪ Norway | ▪ International Monetary Fund | |
| ▪ Sweden | ▪ International Union of Conservation and Nature (IUCN) | |
| ▪ Switzerland | ▪ Islamic Development Bank | |
| ▪ United Kingdom | | |
| ▪ United States | | |

³¹ Nile Council of Ministers approved general procedures for supporting the Shared Vision Program through financing mechanisms other than the NBTF at its ninth annual meeting in Cairo in February 2002 (see Annex 14 of the SVP Master PAD).

Consultative Group Meeting. On the second and third days, June 27–28, a meeting of the ICCON Consultative Group, chaired by the World Bank in fulfillment of the request of the Nile Council of Ministers, took place. The purpose of this part of the meeting was to present the details of the NBI's Strategic Action Program to interested donors, raise financing for the current NBI programs, and lay the foundations for financing future investments. The delegates expressed strong support for the initiative, acknowledged the leadership shown by the Nile Council of Ministers, and welcomed the contribution of NGOs. The initiative was praised as a new paradigm of regional cooperation that could address many of the challenges in the basin and serve as an example to other international waters. As a demonstration of their support of the initiative, development partners expressed initial financial support of at least US\$140 million towards financing the implementation of the Shared Vision Program and preparatory activities for the Subsidiary Action Programs. Strong support was also expressed to underwrite the first phase of the investment programs in the sub-basins, estimated at US\$3 billion, once ready for funding. The donor partners committed to working with the Nile states to secure financing for this initial phase of investment, as well as for further phases.

Partner Interest and Post-ICCON Activities

Partner Interest. Ten bilateral and multilateral partner donors pledged support at ICCON to finance the implementation of the basin-wide Shared Vision Program. This includes Canada, Denmark, Germany, the Netherlands, Norway, Sweden, and the United Kingdom, as well as the African Development Bank, GEF (World Bank and UNDP), and the World Bank Development Grant Facility. In addition, Italy, working with FAO as an executing agency, supports the Capacity Building for Water Resources Management Project, which also operates within the NBI umbrella. It is expected that full financing will be obtained for the Shared Vision Program, although it is likely that some donors will pledge support on a rolling basis or in tranches, based upon agreed milestones and demonstrated results.

In support of the sub-basin level investment programs, in addition to the World Bank, the African Development Bank, Canada, Finland, and the United Kingdom pledged support for ENSAP; while the African Development Bank, Canada, Norway, Sweden and the United States pledged support for the preparatory activities of NELSAP. Other donors, such as the European Union, France, Japan, Italy, and Switzerland have expressed interest in the NBI's Strategic Action Program and may play a role in the future.

Growing Partner Involvement. A number of partners expressed interest in undertaking a joint SVP appraisal following the June ICCON meeting, which would include the participation of all donors contributing funds for SVP implementation. This would provide a constructive opportunity to resolve details and any outstanding implementation issues, and enable donors to pledge funds at ICCON contingent upon meeting their appraisal requirements or resolving details of project design or execution. An SVP Implementation Review Meeting, attended by representatives from the NBI and more than 14 partners interested in the SVP, was held in Entebbe in October 2001. Since that time, the SVP donor partners have been fully involved in the appraisal process and detailed implementation planning for each of the projects.

Similarly, donor partners have been involved with the early preparatory activities of the subsidiary action programs. A planning meeting for ENSAP was held in February 2002 attended by several donors, and the African Development Bank has undertaken identification missions for three ENSAP projects. A NELSAP Implementation Review meeting was held in Entebbe in September 2002. Key donor partners participated in the meeting, where they re-confirmed their support to NELSAP. Subsequently, they have remained active partners in the project preparation process.

Moving Towards Implementation. Since 1997, the NBI has progressed from a phase of dialogue and political engagement to a phase of preparation of the Strategic Action Program. Each phase has had unique and complex challenges. Now, since ICCON, a new phase of partnership with a broader circle of the international community has begun. There are many details regarding the implementation of the Strategic Action Program related to financing mechanisms, program management and coordination, and implementation arrangements, which have been under discussion. The Nile riparians have welcomed the active and constructive engagement with the donor community in addressing these issues in ways that have promoted strong partnership yet ensured riparian ownership and direction of the process of Nile cooperation.

NILE BASIN INITIATIVE
CONFIDENCE BUILDING AND STAKEHOLDER INVOLVEMENT PROJECT
ANNEX TEN: INTEGRATED DATE SAFEGUARD SHEETS

| | |
|---|--|
| Section I - Basic Information | |
| Date ISDS Prepared/Updated: March 20, 2003 | |
| <i>A. Basic Project Data (from PDS)</i> | |
| I.A. 1. Project Statistics | |
| COUNTRY: 10 country Nile Basin Initiative: Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Eritrea, Kenya, Rwanda, Sudan, Tanzania, and Uganda | PROJECT ID: P075948 |
| PROJECT: Shared Vision Program: Confidence Building and Stakeholder Involvement | TTL: Paula Donnelly-Roark |
| APPRAISAL DATE: April-May, 2003 | IBRD AMOUNT NA |
| BOARD DATE: NA: approval by Region | AMOUNT: \$15million from Nile Basin Trust Fund |
| MANAGING UNIT: Nile Basin Unit and AFTES | SECTOR: NBI multi-sector: social development |
| LENDING INSTRUMENTS: IDA Grants | STATUS: PAD Decision Meeting |
| I.A.2. Project Objectives: The Confidence Building and Stakeholder Involvement Project (CBSI) is expected to increase public awareness and stakeholder involvement, expand understanding and confidence, and foster basin-wide ownership of the Nile Basin Initiative (NBI) and its programs. | |

I.A.3. Project Description : The peoples of the Nile Basin have co-existed in both peace and conflict over thousands of years. Longstanding and deeply felt attitudes have developed and been passed on from one generation to the next. Some of these attitudes are positive and some are negative---there exists trust and distrust, confidence and cynicism in the ability of the countries to work together for mutual benefit. For these reasons NBI has chosen to work within a framework emphasizing support for common futures, emphasizing the rationality of cooperation, and has chosen to move the idea of cooperation from *a notion* to *a norm* . CBSI is specifically charged with supporting and facilitating implementation of this framework.

The CBSI is designed around a three-part operational consensus shared among the ten countries. In each country there is agreement that three elements--- *public information, stakeholder involvement, and confidence building*---can effectively translate CBSI Project objectives into successful actions. A second operational similarity agreed upon across the Nile Basin is the definition of *key stakeholders*. They are: decision-makers, opinion leaders, and local riparian users. Finally, the necessity for *participation* to be at the base of this operational framework, and the benefits that can be accrued to both governments and civil societies, was seen as a critical part of this consensus

In order to implement this operational consensus and achieve its stated objectives the CBSI project is designed as a six year project with two three year phases that will operate at the regional PMU level, the sub-regional level, and the national level. CBSI has four action components. They are:

- Regional National Management and Coordination
- Public Information
- Stakeholder Involvement
- Confidence Building

Component One. *Regional/National Management and Coordination* component allows establishment of a flexible and inter-dependent single management structure located at the PMU level. Emphasis is placed on creating *a balance* between regional, sub-regional, and national activities so that effective sustainability arrangements can emerge for the long-term. The PMU project manager and the country national coordinators, one in each country, will be responsible for the regional/national management.

Component Two. *Public Information* cuts across all aspects of the NBI program and is critical to building public confidence and ensuring stakeholder involvement. The primary goal of this component is to provide across the Nile Basin accurate, understandable information that people can trust. Basic access to, and confidence in, comprehensive public information should accomplish three specific objectives: 1) encourage basin-wide political engagement for cooperation; 2) promote a healthy discourse at all levels on regional development, environmental protection, and poverty reduction; and 3) raise public awareness and understanding of the NBI process. Public Information staff at the PMU, sub-regional, and national level will be responsible for implementation.

Component Three. *Stakeholder Involvement* is characterized as primarily strengthening trust and partnerships *within* a country across a whole range of groups. This necessitates development of substantive participation processes and expands institutional structures that promote greater interaction between government and civil society. When governments effectively implement stakeholder participation, common purpose expands, and the legitimacy of government programs expands. For civil society groups and stakeholders, effective participation increases accountability and transparency of government policies and programs, and allows them to *influence* these same programs/policies. The NBI investment programs at the sub-regional level are key users of effective participation, resulting stakeholder involvement, and the social analysis that is expected to accompany these outcomes.

Component Four. *Confidence building* is characterized as building trust *across* national borders within the sub-region and region so that partnerships can be created, prosper, and endure. It has two strategic objectives. Confidence building *between the parties* or the different riparian countries as neighbors and partners at all levels is a first step. Confidence building *in the task* so that each involved party believes that the NBI objectives can be actually achieved is a second step. To expand and institutionalize this cooperation a regional draw-down fund to fund cooperative, confidence building activities has been established at the PMU level.

| | | | |
|--|--------------------------|-------------------------------------|--------------------------|
| I.A.4. Project Location: CBSI offices will be located in the nine countries mentioned earlier, with Eritrea as the 10 th country when it formally joins the NBI. Offices will be located in existing water ministries and in already existing buildings. There is no proximity to any critical habitats, but CBSI will contribute to information about, protection of critical natural habitats and culturally sensitive areas through its focus on participation and civil society inclusion in NBI investment design. | | | |
| Bl. Check Environmental Classification A [], B [], C [X], FI [], TBD [] | | | |
| <i>Comments:</i> As noted above, CBSI is designed to contribute to environmental and social protection | | | |
| C. Safeguard Policies Triggered (from PDS) | | | |
| Click on Policy name for brief summary of objectives, triggers and requirements | | | |
| Click on Policy reference number for full policy | | | |
| I. Cl. Table on applicability | Yes | No | TBD |
| Environmental Assessment (OPBP/GP 4.01) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Forestry (OP/GP 4.36) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Natural Habitats (OP/BP 4.04) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Safety of Dams (OP/BP 4.37) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Pest Management (OP 4.09) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Involuntary Resettlement (OD 4.30) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Indigenous Peoples (OD 4.20) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Cultural Property (OPN 11.03) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Projects in Disputed Areas (OP/BP/GP 7.60) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Projects on International Waterways (OP/BP/GP 7.50) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

** By supporting the proposed project, the Bank does not intend to prejudice the final determination of the parties' claims on the disputed areas*

Section II - Key Safeguard Issues and Their Management

II.D. Summary of %y Safeguard Issues. Please fill in all relevant questions. If information is not available, describe steps to be taken to obtain necessary data.

II.D. la. The CBSI will involve no safeguard issues or impacts. One of its design features is to assist other NBI projects in their efforts to involve civil society in safeguards issues

II.D.lb. None/NA

II.D.lc Activities in the project area are designed to increase civil society participation in social and environmental analysis which should enhance greater awareness and attention to safeguards issues.

II.D.2 NA

II.D.3. CBSI is designed to assist borrower to enhance social and participation initiatives that promote in country institutionalization of safeguards

II.D.4. CBSI has worked with decision-makers, opinion leaders and riparian users to design the communication, stakeholder involvement, and confidence building factors of this program. The Project PAD, including the ISDS, will be made available through the world Bank Info Shop, the Nile Basin Secretariat, and the National NBI offices.

E. Safeguards Classification (select one). Category is determined by the highest impact in any policy. Or on basis of cumulative impacts from multiple safeguards. Whenever an individual safeguard policy is triggered the provisions of that policy apply.

S₁. - Significant, cumulative and/or irreversible impacts; or significant technical and institutional risks in management of one or more safeguard areas

S₂. - One or more safeguard policies are triggered, but effects are limited in their impact and are technically and institutionally manageable

S₃. - No safeguard issues

S_F - Financial intermediary projects, social development funds, community driven development or similar projects which require a safeguard framework or programmatic approach to address safeguard issues.

F. Disclosure Requirements

Expected Date Actual Date

Environmental Assessment/Analysis/Management Plan:

Date of receipt by the Bank NA ... / .. / / .. / ... or N/A

Date of "in-country" disclosure NA ... / .. / / ... / ... or N/A

Date of submission to InfoShop NA ... / .. / ... or N/A

For category A projects, date of distributing the Executive Summary of the EA to the Executive Directors

... / ... / / ... / ... or N/A

Resettlement Action Plan/Framework:

Date of receipt by the Bank NA ... / .. / / .. / ... or N/A

Date of "in-country" disclosure NA ... / .. / / ... / ... or N/A

Date of submission to InfoShop NA ... / ... / / .. / ... or N/A

Indigenous Peoples Development Plan/Framework:

Date of receipt by the Bank NA ... / ... / / ... / ... or N/A

Date of "in-country" disclosure NA ... / .. / / .. / ... or N/A

Date of submission to InfoShop NA ... / .. / / .. / ... or N/A

Pest Management Plan:

Date of receipt by the Bank NA ... / .. / / ... / ... or N/A

Date of "in-country" disclosure NA ... / .. / / .. / 1 ... or N/A

Date of submission to InfoShop NA ... / ... / / ... / ... or N/A

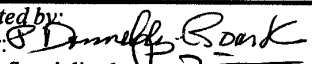
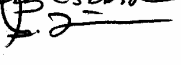
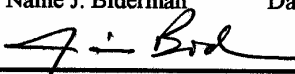
Dam Safety Management Plan:

Date of receipt by the Bank NA ... / .. / / .. / ... or N/A

Date of "in-country" disclosure NA ... / .. / / .. / ... or N/A

Date of submission to InfoShop NA ... / .. / / .. / ... or N/A

If in-country disclosure of any of the above documents is not expected, please explain why.

| | | |
|--|--|-------------------|
| <i>Signed and submitted by:</i> | | |
| Task Team Leader:  | Name P. Donnelly-Roark | Date Apr 10, 2003 |
| Project Safeguards Specialist 1:  | Name A. Hillers | Date: 4/16/2003 |
| Project Safeguards Specialist 2: | Name | Date: |
| Project Safeguards Specialist 3: | Name | Date: |
| <i>Approved by:</i> | | |
| Regional Safeguards Coordinator | Name C. Bingham | Date |
| Comments | | |
| Sector Manager | Name J. Biderman | Date |
| Comments |  | 4/11/03 |