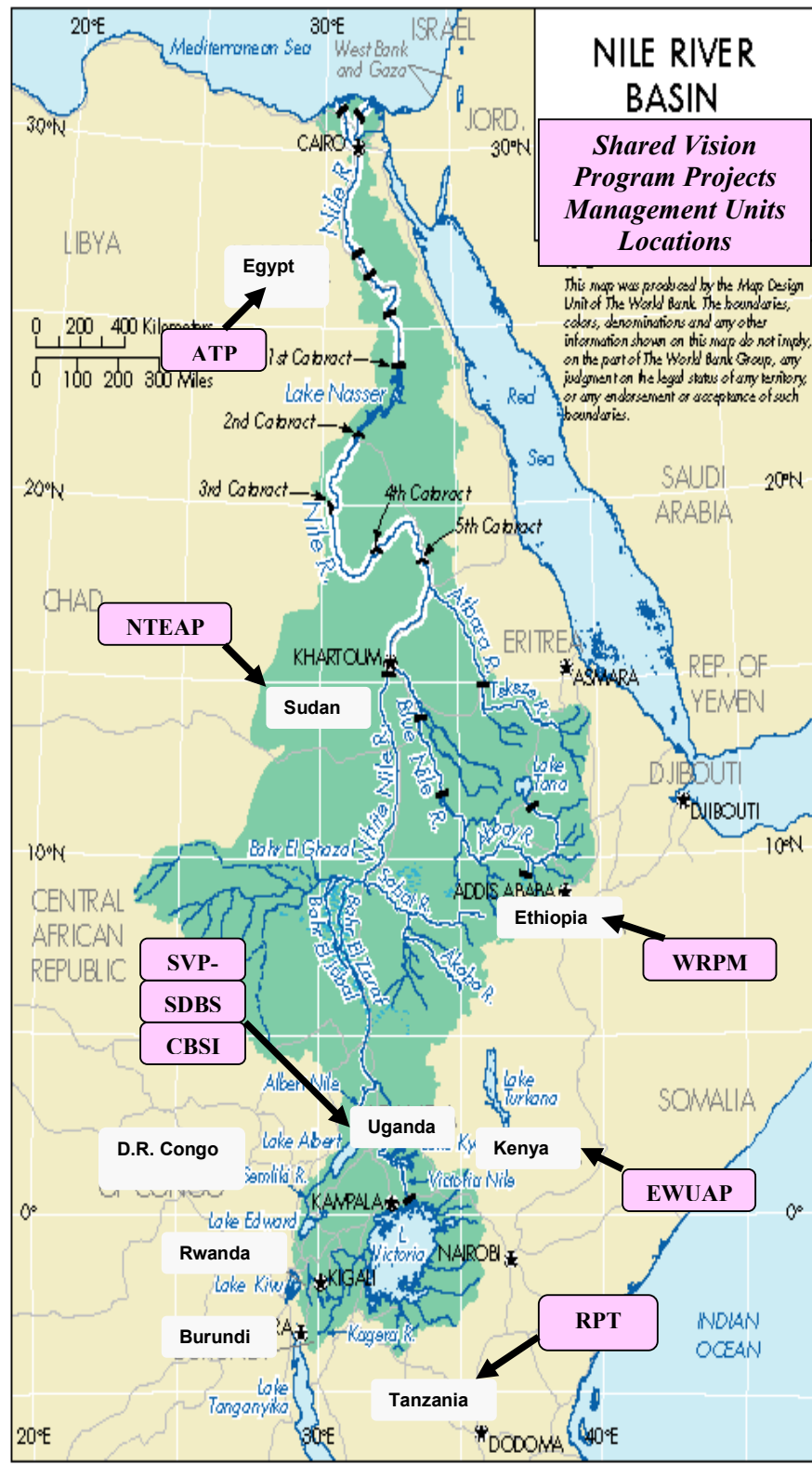




NILE BASIN INITIATIVE

SHARED VISION PROGRAM COORDINATION PROJECT

COMPLETION REPORT



Nile Basin Initiative Secretariat,
Entebbe, Uganda
September, 2008

Shared Vision Program Coordination (SVP-C) Project Completion Report

(i) Executive Summary

The Shared Vision Program (SVP) project portfolio was identified and prepared through a participatory process involving a range of stakeholders from the Nile riparian states. It included seven thematic projects focusing on water resources, environment, power trade, agriculture, applied training, communication and stakeholder involvement, and benefit sharing. These projects addressed the priority water-related sectors and cross-cutting themes identified by the Nile riparian to ensure an integrated and comprehensive approach to water resources development and management. The projects also served as a catalyst for broader socioeconomic development and regional cooperation. The SVP portfolio also included an eighth project, the “SVP Coordination (SVP-C) Project” which strengthened the capacity of Nile Basin Initiative (NBI) institutions to execute and coordinate cooperative basin-wide projects.

The concept of the SVP-C project evolved during the detailed design and preparation process of the seven other SVP projects after the International Consortium for Cooperation on the Nile (ICCON) meeting held June 26–28, 2001, in Geneva, Switzerland. The NBI realized that in order to fully develop the synergies created through the SVP, significant effort and resources should be devoted to coordination at the basin level. It was further realized that the NBI Secretariat (Nile-SEC) needed to be strengthened both in terms of human and institutional capacity to manage and oversee regional projects.

The SVP-C Project was therefore conceptualized as a backstopping mechanism for the Nile-SEC executed basin wide SVP. It was intended to augment the institutional capacity of the secretariat to provide oversight to the basin wide activities and support the coordination function. It was the first to commence among the SVP projects in order to provide support in the inception phases of the other seven SVP projects. The project activities started in October 2002 through a bridging fund while the Grant Agreement was signed on April 22, 2003 and became effective on October 16, 2003.

The project has supported the Nile-SEC in operationalization of the seven SVP projects during the SVP inception phase of the SVP. It has effectively coordinated and followed up the implementation of the seven SVP projects and contributed to the overall success of the SVP in meeting its objectives and addressing the evolving needs of NBI.

The project has enhanced synergistic implementation of NBI Programs and Projects at the basin and sub basin through establishment of coordination mechanisms that include joint planning and reporting of activities through a common monitoring and evaluation system. The SVP and Subsidiary Action Program (SAP) coordination forum was well structured to build linkages between the SVP projects and SAPs to ensure effective coordination of activities with flexibility on the part of SVP projects to meet emerging needs of SAPs.

The project was able to strengthen the Nile-SEC through provision of the necessary human resources, establishing a number of systems including the Results Based M&E System, financial management and procurement systems, knowledge management system, Physical and IT infrastructure, a resource centre that includes a library and archive. Today, the Nile-SEC has an improved institutional and human resources capacity that can enable it to effectively manage and coordinate basin wide programs and projects.

The project budget allocated from the NBTF based on the last amendment made to the Grant Agreement was US\$11.6 million. Additional direct support was provided by German/GTZ in the amount of US\$0.25. From the total NBTF funding, US\$10.24 was disbursed and from the total GTZ funding US\$0.24 was disbursed. The total project disbursement is US\$10.48 representing budget performance of 88%.

As the NBI moves from an interim institution to a permanent river basin organization, there is a clear need for the Nile-SEC to focus a great deal of attention on establishing such an organization. It needs to consolidate and institutionalize the gains to-date and solidify the institutional and financial basis for long-term sustainability. Since end of 2006, a significant focus of the SVP-C Project has therefore been on tasks that go beyond activities related to SVP activities. The project has been supporting the Nile-SEC in the preparation of a new NBI Institutional Strengthening Project (ISP)¹ which is designed to meet the emerging needs of NBI as it moves towards establishing a permanent river basin organization. It was agreed that the ISP be prepared to encompass the NBI current needs as well as the SVP activities rather than extending the SVP-C and maintaining two project Grants under the Nile-SEC. Therefore, following the effectiveness of the ISP in October 2008, the SVP-C project was closed on December 31, 2008.

This Completion Report presents the SVP-C Project basic data and background information, achievements and impacts, financial performance, outstanding issues and recommendations based on the lessons learned during the project implementation.

- Section 1 covers the project content including objectives, key areas of project focus, expected results, key project milestones, components, budget and targeted beneficiaries set during the design of the project.
- Section 2 includes description of project implementation setup and operation, arrangements for M&E and brief on project implementation.
- Section 3 provides the challenges faced on the project design and during implementation with the changes and adjustments made.
- Section 4 provides the overall achievements made by the project in meeting its intended impact, outcomes and outputs, and the unexpected results achieved. It also highlights contribution of the project achievements to the NBI Vision and describes the project efficiency.
- Section 5 deals with sustainability of project outputs and functions, assessment of risks to sustainability of products and recommendations for further steps to ensure sustainability. Section 6 covers the project finance and procurement and provides project costs, source of financing and implementation. It includes also performance of financial management and procurement and the challenges faced.
- Section 7 provides efforts made in establishing partnership and networking.
- Section 8 highlights the major risks and assumptions identified during the project design and how they have been addressed.
- Section 9 briefly explains the project assets.
- Section 10 highlights the lessons learned during the implementation of the project and recommendations for follow-up actions.

¹ *NBI ISP Objective: NBI has strengthened foundation for institutional sustainability, enhanced capacity, and harmonized corporate management to more effectively deliver programs and projects.*

(ii) List of abbreviations

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

(iii) **Basic Project Data**

Project Name	Shared Vision Program Coordination Project (SVP – C Project), Project Number: P076499 ; Grant number: TF 052132 NB
Supporting Partners	Canada (CIDA); Denmark; European Commission; Netherlands; Norway; Sweden; United Kingdom; World Bank / DGF; World Bank/GEF Through the Nile Basin Trust Fund (NBTF) Germany (GTZ), direct support
Duration of Project	Initial Plan (as per the SVP PAD) – 6 Years (Phase I 2003-2006 and Phase II 2007-2009) Revised Plan - 5 Years (2003 – 2008)
Grant Signature and effectiveness dates and	Grant Signature date: April 22, 2003 Effectiveness date: October 16, 2003
Completion and Closing date	Initial Completion date/Closing date: December 31, 2006 /June 30, 2007 Revised Completion date/Closing date: June 30, 2008/Decmeber 31, 2008
Total project budget	Total project cost (SVP Master PAD) is US \$ 5.4 million of which; 1st Phase Grant Agreement: US \$2.87 million through the Nile Basin Trust Fund US \$ 0.25 million - direct bilateral support provided by Germany/GTZ Revised Grant Agreement (extension of first phase): First amendment of Grant Agreement: additional US \$2.26 million Second amendment of Grant Agreement additional US \$6.47 million including UNOPS fees US \$ 5,645,499. (Total funding through NBTF is US \$11,600,000)
Geographic location of Project Office	At the NBI Secretariat, Entebbe, Uganda
Executive agency	Nile Basin Initiative Secretariat

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1. Project Context, Development Objectives and Design

1.1 Project Content and Rationale

The Shared Vision Program (SVP) is a multi-country, multi-sectoral, grant-funded program of collaborative action, exchange of experience, trust and capacity building, operating in all the nine NBI² countries. The SVP has created an enabling environment that fosters sustainable trans-boundary cooperation in management and development of the Nile resources through seven thematic projects, and one coordinating project:

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

During the detailed design and preparation process of the seven SVP projects, it was realized that the seven SVP projects should be implemented in a coordinated manner at the basin and national levels, synergies be captured and projects operate within the NBI framework for the overall success of the SVP and the long-term sustainability of the NBI. It was further recognized that generic procedures including monitoring and evaluation system need to be put in place to ensure quality control and fiduciary responsibility. Enhancement and continued operation of the NBI knowledge management was crucial to ensure effective information sharing among NBI activities and with the public. To this effect, the strategic vision put forth by the NBI, was to strengthen the human and institutional capacity of the Nile-SEC for effective implementation of complex, multi-sectoral and basin-wide projects while maintaining a lean central organization.

The SVP-C project was therefore established as a mechanism to support the Nile-SEC to meet these needs. It was designed to strengthen the Nile-SEC with additional staff maintaining the NBI countries desire for a lean and efficient Secretariat and ensuring that staff supported by project funds and staff supported by the NBI core funds are functioning as an integrated team providing the overall support to the SVP and other related NBI activities.

Box 1 - Shared Vision Program Portfolio

- **Efficient Water Use for Agricultural Production Project (EWUAP)**
- **Socio-Economic Development and Benefit Sharing Project (SDBS)**
- **Nile Transboundary Environmental Action Project (NTEAP)**
- **Confidence Building and Stakeholder Involvement Project (CBSI)**
- **Applied Training Project (ATP)**
- **Regional Power Trade Project (RPT)**
- **Water Resources Planning and Management Project (WRPM)**

² The Nile Basin States that participate in are: Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda. Eritrea participates as an observer.

1.2 Original Project Objectives and Key Expected Results

The SVP Coordination Project was established to strengthen the Secretariat in a targeted manner to meet the needs of the SVP through ensuring both strong ownership of the SVP by the riparian states and effective program execution. It was meant to strengthen the capacity of Nile-SEC to carry out basin-wide programs, ensure coordination among NBI programs and projects, and effective oversight of the seven thematic SVP projects.

The original specific objectives of the SVP Coordination project therefore were to;

- (i) Strengthen the capacity of the NBI to execute basinwide programs; and
- (ii) Ensure effective oversight and coordination of the NBI's Shared Vision Program.

According to the SVP Master Project Appraisal Document (PAD), the overall expected outcomes of the project are successful coordination and management of the SVP throughout the basin and strengthened NBI to execute basin-wide projects and programs. The outcome indicators included in the SVP Master PAD are listed in **Table 1**.

Table 1: SVP-C Outcome Indicators (as per the SVP Master PAD)
• Effective coordination of the SVP thematic projects
• Strengthened capacity of NBI institutions to manage basinwide programs
• Development, within the NBI institutions, of permanent financial management and procurement systems that meet international standards.
• Enhancement and continued operation of the NBI Resource Center and website to ensure sound knowledge management and ongoing information sharing among NBI activities and with the public.
• The development and implementation of a monitoring and evaluation system for the Shared Vision Program.
• Design and implementation of a training program in project management, including financial management and procurement, for NBI and SVP project staff, as well as other key stakeholders.

1.3 Revised Project Objectives and Key Expected Results

A mid-term review of the SVP Coordination Project was conducted in December, 2006. The review mission noted that the original SVP-C Project design did not include adequate emphasis on the close supervision and quality control of the individual SVP Projects. Furthermore, as the NBI moves from a transitional institution to a permanent river basin organization, there is a clear need for the Nile-SEC to focus on strengthening its institutional capacity which resulted to unforeseen emerging needs that stretched NBI beyond the limit of the available Nile-SEC resources as well as the initial SVP-C project design and financial capacity to support these needs.

In view of these, the review mission recommended to strengthen SVP projects supervision and coordination focusing on priority core functions that support to build "one NBI" and a permanent Nile Institution as well as on activities that support planned or future SAP investments. Subsequently, the project grant was amended on June 25, 2007 with revised project objectives, components and additional budget of US \$6.47. **Table 2** shows the original and revised project objectives.

Table 2: Original and Revised SVP-C Objectives	
Original SVP-C Objectives	Revised SVP-C Objectives
(i) Strengthen the capacity of the NBI to execute basin wide programs (ii) Ensure effective oversight and coordination of the NBI's Shared Vision Program	(i) Ensure effective supervision of the Shared Vision Program (SVP) and coordination of the NBI projects/programs (ii) Strengthen the capacity of the NBI to execute basin-wide programs

Since end of 2006, the NBI has developed and adopted a Results Based System (RBS) for monitoring and evaluation. This M&E system is being used since the beginning of 2007 to track the progress and impacts of all NBI's programs and projects towards meeting its overall shared vision. As one of the NBI SVP project, The SVP-C project impact, outcomes and outputs have been defined and linked to the overall NBI corporate level results. Detailed description of the overall project results chain is included in Section 2.1.

The modified project outcomes and outputs have been absorbed the initial outcome indicators of the SVP Master PAD and included in Table 1. Linking the project outcomes to the overall NBI results chain has significantly helped the project to focus on key deliverables that contribute to the immerging needs of the NBI.

1.4 Project components

1.4.1 Original Components and Costs

The original project components and cost estimate are shown in **Table 3** below.

Table 3: SVP-C Project Original components and Costs			
Original Components	Project Original Cost in USD as per the SVP Master PAD		
	Phase I	Phase II	Total
(i) Program Coordination	2,350,000	1,680,000	4,030,000
(ii) Financial management and procurement	90,000	60,000	150,000
(iii) Knowledge Management and Information Sharing	130,000	130,000	260,000
(iv) Monitoring & Evaluation	230,000	240,000	470,000
(v) Capacity building	70,000	150,000	220,000
GTZ direct	300,000		
Total NBTF	2,870,000	2,260,000	5,130,000
Total with GTZ fund	3,170,000	2,260,000	5,430,000

1.4.2 Revisions made to Project Components and Cost

Formal revisions have been made to the project components and cost to address key issues that emerged during the project implementation. The Grant amendments that reflect these revisions are listed below.

- (a) **Grant Amendment dated November 9, 2006** - The grant amount was increased by US \$2.26 million bringing the total grant to US \$5.13 million, to continue implementation of project activities. In addition, the grant categories were adjusted to enable Nile-SEC to directly implement and administer key consultancies, workshops as well as procurement of goods without the support of United Nations Office for Project Services (UNOPS).
- (b) **Grant Amendment June 25, 2007** - Based on the SVP-C project Mid Term Review, the grant amount was increased by US \$6.47 million bringing the total grant to \$11.6 million. This increment includes US \$5.65 million for UNOPS services rendered to the management of the other SVP projects. In addition, the project completion and closing date was changed from December 31, 2007 and June 30, 2007 to June 30, 2008 and December 31, 2008 respectively, project objectives, components and project descriptions (schedule 2 of the Grant) were revised to address the changes made on the components.

The original and revised components are shown in **Table 4**.

Table 4 - Original and Revised Components	
Original SVP-C Components	Revised SVP-C Components
1. Program Coordination	(i) SVP Projects Supervision and NBI Program Coordination. (ii) NBI Institutional Strengthening.
2. Financial management and procurement	
3. Knowledge Management and Information Sharing	
4. Monitoring & Evaluation	
5. Capacity building	

1.5 Targeted Groups / Beneficiaries

The following target populations and beneficiaries were identified and included in the SVP Master PAD for the SVP Coordination project:

1. NBI institutions and Staff, including core NBI staff, SVP project staff, and National NBI Offices will benefit from regional coordination and project implementation.
2. Professionals in SVP-related fields (water, environment, power, agriculture, education, participation, communications, and socioeconomic policy and planning) will benefit from training and regional networking provided by regional and national conferences as well as professional working groups.
3. Civil society and NGOs will benefit from improved access to information and technology through the NBI website and Resource Center.
4. Private sector stakeholders will benefit through targeted training programs.

1.6 Key Project Milestones

October 2002:	SVP Coordination Project activities initiation through a bridging fund prior to signing of Grant Agreement.
April 22, 2003:	Project Grant Agreement was signed between NBI and the World Bank
October 16, 2003:	Project became effective
December, 2006:	SVP-C Mid-Term Review conducted.
June 25, 2007:	Project Agreement amended to include SVP Projects supervision and NBI coordination and project objectives adjusted accordingly; project closing date extended to 31 st December, 2008 (with new project completion date of 30 th June, 2008).
July, 2007:	Shared Vision Program level Midterm Review.
October, 2007:	Nile-TAC and NBTF Committee endorsed the Institutional Strengthening Project proposal
October, 2008:	ISP Grant signed and project became effective
December 31, 2008	SVP-C closed

2. Implementation

2.1 Description of Implementation Setup and Operation

Project Execution and Management: The SVP-C Project was meant to provide the Nile-SEC with the necessary human and other resources required to facilitate coordination among the SVP projects, to ensure that synergies are captured among the projects and that projects operate within the NBI framework. Therefore, the project was established integrated within the Nile-SEC structure and was executed by the Nile-SEC including managing the overall activities, fund flow and disbursement of the project.

Due to lack of capacity at the Nile-SEC and legal status in each of the NBI countries, the NBI engaged the UNOPS through Management Services Agreement (MSA) signed for each of the 8 SVP projects to support the Nile-SEC in the implementation of the SVP projects through the provision of project services, specifically in the following categories: (i) general administration and implementation support; (ii) financial management; procurement; monitoring and evaluation; and (iii) capacity building.

The implementation and financial management arrangements for the SVP-C project are unique among the SVP projects. As for the other SVP projects, UNOPS provided support in financial management, procurement of goods and services, and capacity building. However, since the SVP-C project staff are charged with the oversight of the overall SVP; thus they also follow-up the contractual obligations of UNOPS in the management and administration of the other projects, Nile-SEC directly contracted the project staff to avoid any possible conflict of interest. The financial controls ensured that the funding streams remained separate and

managed separately from the other Nile-SEC resources through the establishment of a special account for the project and by ensuring that funds are expended against only the project activities.

Staffing: The required new staff were hired by the project fund while the existing Nile-SEC staff are supported by NBI states core contribution funds. However, all staff operated as an integrated team to deliver the SVP and provide overall support to NBI activities. The Nile-SEC organizational structure, up to December 2008 is attached as **Annex 1**.

As per the initial staffing plan, the professional staff hired by the SVP-C project at the initial implementation stage include: Senior Program Officer (regional hire); Finance/procurement officer (national hire); Program Officer (national hire); Information Management Specialist (regional hire). Other support staff, bilingual secretary/administrative assistant and a driver were also nationally hired. However, during the implementation period, it was recognized that the tasks related to the management and coordination of basin wide programs required more staffing than initially anticipated. Therefore, in addition to the above staff, Regional M&E Specialist, Assistant M&E, Accountant and Librarian were recruited. **Table 5** below lists the key Nile-SEC Staff. The staff recruited through the SVP-C project fund, key staff covered by the countries contribution and list of key consultants engaged in the SVPC activities are attached as **Annex 2**.

Table 5 - Key Nile-SEC Staff				
Position	Incumbent	Entry on duty date	Date position was first filled	Source of funding
Senior Program Officer/SVP Coordinator	Ms. Hamere Wondimu	Oct 2002	same	Trough the project/ NBTF
Program Officer	Mr. Waako Tom	Oct 2003	Same	
M&E Specialist	Mr. Ogwang Kockus John	Sept 2006	Same	
Knowledge Management Specialist	Vacant Since - June 2009	Sept 2004		
FM/Proc Officer	Vacant	Sept 2004		
Head of Finance and Administration	Ms. Musyoka Elizabeth	Sept 2008	June 2003 – Feb-2007, March 2007 April 2008	Trough Countries Contribution
Accountant	Ms Lwasa Josephine	Oct 2007	Same	
Internal Auditor	Vacant	Vacant after May 2009	May 2007 – May 2009	
IT-Officer	Mr. Rutagwera Patrick	Jan. 2002	Same	

Project Steering committee: To ensure ownership of the project, The NBI Technical Advisory Committee (Nile-TAC) composed of two senior officials from each NBI country served as the steering committee for the SVP Coordination Project. The steering committee provided strategic guidance, direction and oversight to ensure that the project objectives are achieved within the overall framework of the NBI and its shared Vision, and that the project remains within budget and on schedule.

The steering committee reviewed and approved annual work plans and financial reports. In addition, this arrangement helped to keep the Nile-TAC (Board of the NBI) well informed on the other SVP projects' implementation status and facilitated to resolve policy and strategic issues that required intervention and decision by the Nile-TAC. Donor partners, the World Bank, UNOPS, and other appropriate parties were invited as observers to the meetings as appropriate. The steering committee met at least annually at the Nile-SEC and as required additional extraordinary meeting was organized. The Nile-TAC chairperson served as the steering committee chair, while the SVP-C Project provided secretariat support to the committee. The list of Steering Committee members is attached as **Annex 3**.

Relationship to the Other SVP Projects: Each Project Management Unit (PMU) has the overall responsibility for the management and implementation of the particular project and for ensuring that the project operates at a regional level. The SVP-C was the primary contact for the other SVP projects at the Nile-SEC and therefore played a central role in their operations. Each PMU closely liaised and reported to the Nile-SEC through the SVP-C for coordination and integration of the project within the SVP and overall NBI framework.

To ensure effective oversight and coordination of the SVP projects, the Nile-SEC through the SVP-C Project has been operating with the PMUs through periodical visits, participation in the SVP projects' steering committee meetings, supervision missions and workshops. As per the initial project design biannual Project Managers meeting were organized at the Nile-SEC but soon after most of the projects were operational, this meetings were upgraded to include the SAPs to ensure SVP-SAP coordination.

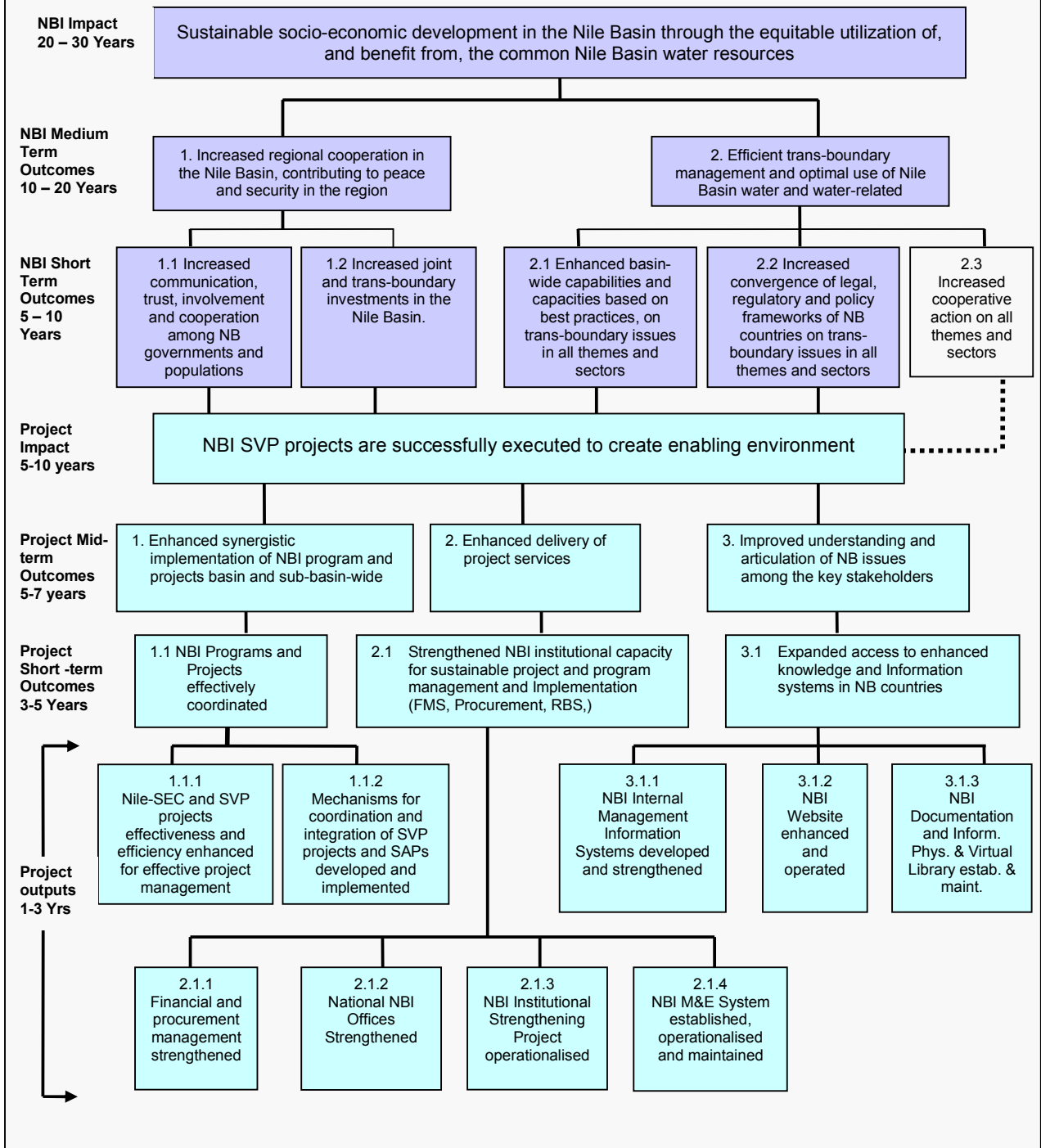
Communication with NBI Development Partners: Effective information flow on SVP program progress, financial need and on other related issues was ensured through participation in the NBTF Committee meetings held twice a year (one formal and the other informal) and through direct communication and discussions with individual donors as appropriate. The SVP-C project participated in all the NBTF Committee meetings starting from 2002 and was involved in presenting critical issues related to the SVP. This among others includes SVP progress, achievements, challenges, financial implementation, funding needs and resources mobilization.

M&E design, implementation and utilization: Through the development of the RBS, the NBI results (impact, outcomes and outputs) are defined at the Corporate, Program and Project levels. The planning and reporting of all NBI programs and projects as well as the cumulative NBI reporting are based on the NBI outcomes and indicators as defined in the NBI Result Chain and Log-frame. Hence, impact, outcomes and outputs have been defined for SVP-C and linked to the overall NBI corporate level results as shown in **Box 2**. The project Logical Framework and achievements made by outcomes and outputs are attached as **Annex 4 and 5** respectively.



Nile-SEC, SVP and SAPs Staff Designing the RBS with Universalia Consultants

Box 2 - NBI Results Chain and SVP-C Impact, Outcomes and Outputs Linkages



2.2 Summary of Project Implementation

SVP Inception Phase: During the inception phase of the SVP projects, the SVP-C dominant activities included facilitation and participation in the seven SVP projects' appraisals, preparation of projects' implementation documents and implementation manuals, negotiation of grant agreements with the World Bank, preparation and negotiation of management services agreements with UNOPS, development of generic guidelines and implementation

arrangements, setting up regional project management units including staffing and start up of project activities.



SVP Project Managers with the NBI Executive Director and the SVP Coordinator (2005 soon after all the SVP Managers were on board)

SVP Implementation Phase: During the implementation of the projects, the SVP-C focused on the following key activities:

- Follow-up of projects' implementation through regular consultations, coordination meetings, participating in the steering committee meetings and by reviewing annual work plans and reports.
- Follow-up contractual relationship between NBI and UNOPS on management of the SVP projects.
- Strengthening human and institutional capacity of Nile-SEC in project management including financial management, procurement, knowledge management and M&E.
- Ensure coordination and synergistic implementation of the SVP projects as well as integration among the NBI programs and projects through establishment of SVP/SAP coordination forum and the necessary mechanisms with flexibility on the part of SVP projects to meet emerging needs of SAPs.
- Support establishing and maintaining the NBI knowledge management and information system including establishing and maintaining the NBI website, preparation of standard guidelines, on-line and physical library development, improvement of Nile-SEC IT infrastructure.
- Development of the RBS to serve NBI as its overall Monitoring and Evaluation (M&E) System. Planning, monitoring and reporting are now results focused in all projects and programs of NBI. This RBS enabled SVP and SAP projects to be implemented in a coordinated and integrated manner. It also enabled NBI and its programs and projects to assess progress towards key objectives and to keep focused on the shared vision. The RBS provides stakeholders with information to plan, manage, monitor and report on performance.
- Support the preparation of the NBI Institutional Strengthening Project (ISP).

UNOPS Management Services: The SVP administrative, finance and procurement functions were managed by UNOPS under Management Service Agreement (MSA) for each project until one MSA was adopted for all the projects as of June 1, 2006. The SVP-C project ensured that UNOPS supports the SVP management efficiently so that projects are effectively implemented taking into account the best interest of NBI. The full management of the SVP-C Project was transferred to the Nile-SEC since June 1, 2006.

Coordination with Other Initiatives: The project supported NBI in building partnership and establishing coordination with other initiatives that are engaged on activities similar to the SVP. The main ones are the FAO executed Nile Basin information products for water resources management, Nile Basin Capacity Building Network - River Engineering (NBCBN RE), International Water Management Institute (IWMI), University of Bergen among others. This coordination effort has contributed to ensure that resources of the Nile Basin countries are utilized efficiently without overlapping of efforts and helped using the comparative advantage of donor institutions.

Ensuring Involvement and Support of the NBI Governance in the SVP Implementation: Sectoral ministries and institutions from the NBI countries are engaged in the seven projects as steering committee members, taking a critical role in leading and guiding the projects. In addition, the engagement of Technical Advisory Committee (Nile-TAC) as the steering committee for the SVP-C Project has enabled the TAC to follow-up the overall SVP implementation, to provide guidance on strategic areas and take decisions on policy related matters. This arrangement has also enhanced commitment and ownership of the SVP by the countries. A total of five SVP-C Project steering committee meetings were held during the project's five years of operation.

Capturing, Mainstreaming and Sustaining SVP Products: As SVP moves towards completion, it was recognized that the wealth of knowledge and valuable products established by SVP which are substantial building blocks for the future River Basin Organization and specifically for sustainable IWRM should be captured, mainstreamed and sustained.

The SVP-C has prepared a strategy for mainstreaming and sustaining the SVP outputs and functions as well as a detailed sustainability matrix by project that includes key outputs, timeframe, potential locations and methodology for sustainability with responsibilities. These matrixes are critical for the overall SVP sustainability hence consultation with key responsible bodies and individuals and translating them into action is utmost necessary.

3. Challenges and their Resolution

3.1 Challenges faced on the Project Design and Changes Made

The project faced some challenges due to the implementation setup that hindered the project to efficiently operate. The main challenges and efforts made to tackle these challenges are described below.

- a) The NBI engaged UNOPS as its project services agency through the Management Services Agreement (MSA) signed for each of the 8 SVP projects to provide support in project management activities in (i) general administration and implementation support; (ii) financial management; (iii) procurement; (iv) monitoring and evaluation; and (iv) capacity building. However, due to the complex nature of the SVP which required UNOPS's operations support at multiple geographic and organization levels and this coupled with UNOPS' centralized approach has resulted in costly management expenses, delays in SVP implementation and inefficiency in fund transfer to national level activities. In addition, the UNOPS financial management and accounting system was not

effective in terms of planning and reporting. It didn't allow projects to own their budget and be accountable.

Upon request by the Nile-SEC, UNOPS assigned Senior Staff (Senior Advisor and Financial and Administrative Officer) at the Nile-SEC to assist the PMUs in the overall management and implementation of the project activities and to build capacity of NBI institutions, at the Nile-SEC, PMUs and National NBI offices. However, this arrangement didn't resolve the problems due to lack of sufficient operational budget for the two staff and they were not given full authority to decide on the day to day operational issues.

Evaluation of the contractual performances under the MSA between NBI and UNOPS was conducted and key recommendations were made for improving the efficiency of UNOPS services and ensuring ownership of the SVP by NBI.

In recognition of the urgent need to accelerate SVP projects delivery and in light of the needs by both parties, UNOPS decentralized its office to the basin. This arrangement resulted additional cost on NBI but to some extent improved the implementation of the projects as well as financial management and reporting.

Since June 1st 2006, the Nile-SEC took over the full administration and management of the SVP-C project and started to implement project activities independently.

- b) The initial staffing of the project was lean compared to the tasks expected to be accomplished by the project. This coupled with the unforeseen emerging needs of NBI and the day to day support provided to the Nile-SEC core functions have resulted project staff to be diverted from the main functions of the project on time.

Starting from 2006, additional professional staff were recruited.

- c) The success of the SVP depends on the effective implementation of their activities at national level which required effective interaction among the various ministries and institutions involved in the NBI. According to the implementation arrangement, it is the national NBI offices that should fulfill the responsibilities of coordination at national level including establishment of interagency and intersectoral committees, lead by the Nile-TAC members. In most of the countries this was not effective.

The project has initiated the development of national level coordination strategy and action plan through the Confidence Building and Stakeholder (CBSI) project and repeatedly brought up the issue to the Nile-TAC meetings. Improvements have been made in some of the countries but there is still a need to strengthen the national NBI offices and ensure sustainability after CBSI project phases out.

- d) Complex reporting lines and approval procedures of four main decision centres; Nile-SEC, Steering Committee, World Bank and UNOPS have caused some challenges in addressing the requirements of the different entities. At the initial stage SVP projects had difficulty in reporting and addressing decisions made from different directions.

To resolve this problem, continuous dialogue and clarifications were made to SVP projects' Steering Committees on the overall SVP design specifically on the need to focus on the transboundary needs and elements rather than addressing individual country's needs. Common Financial Monitoring Report format acceptable by Nile-SEC, the World Bank and UNOPS was developed. The development of the NBI

RBS and shifting to result based planning and reporting has been accepted by all parties.

- e) Under the project Component 5 - Training, strengthening NBI institutional capacity for project management and targeted training for suppliers and service providers in Nile Basin countries were planned to be undertaken. Not much has been done regarding capacity building, beyond some on-the-job and formal training provided to Nile-SEC, SVP projects and SAPs Staff on financial management, procurement and RBS. The training for suppliers and service providers was not carried out. This is because, the establishment and staffing of the SVP Projects was a longer and more labor intensive process than originally envisaged. Additionally, other priorities like the expansion of the M&E system to include the whole NBI, and resolving the challenges around the MSA with UNOPS have taken a large amount of staff time.

During the project Mid-Term review, it was recommended that the Nile-SEC focus on long-term capacity building for all NBI Institutions and the capacity building for suppliers should be canceled, as there is no perceived need.

- f) The original SVP-C project design did not include adequate emphasis on the close supervision and quality control of the individual SVP Projects.

The mid-term review of the project has identified this problem and the objectives of the project have been revised to address close supervision of the SVP projects.

3.2 Challenges Faced in Implementation and Adjustments Made

- a) The project experienced challenges especially in the start up of the SVP projects. The estimated project commencement dates were delayed due to delays on recruitments of staff causing delays in the overall program implementation.

All projects were given no-cost extensions to cover these initial delays.

- b) The lack of legal status for the NBI in most of the member countries has left NBI to depend on UNOPS's support in project management hence has hindered the NBI from assuming a more proactive role in direct SVP Management.

The project has supported Nile-SEC to initiate discussion with the countries relevant ministries including ministries of foreign affairs and finance on the need for legal recognition to NBI by the countries. All the countries have agreed to grant legal status to NBI. The Nile-SEC has built upon this initiative and currently countries have started providing legal status to the NBI through signing of Memorandum of Understanding with the Nile-SEC.

3.3 Project Reviews/Evaluations Made

During the project period, several implementation reviews/evaluations were conducted by the World Bank focusing on technical, financial and procurement functions. The recommendations and changes made during these implementation reviews and evaluations have significantly assisted the project to meet its objectives and to be focused in delivering the priority NBI needs. In addition to the formal implementation reviews and evaluations, the World Bank has several times engaged senior professionals, from its Head Quarters and Uganda Country Office and also consultants to work closely with the Nile-SEC to resolve problems related to financial management and procurement.

The main issues identified during the implementation reviews/evaluations and actions taken to resolve the issues are listed in **Table 6**. The list of reviews and evaluations made during the project period are included in **Annex 6**.

Table 6 - Main Issues Identified During Review/Evaluation Missions		
Key Issues	Mission	Actions Taken
Clarity on FMR and procurement submittal and clearance process	World Bank Implementation Review Mission June 28 – July 3, 2004	The mission discussed and clarified the process for review and clearance of the FMRs and procurement. The process for both were defined and agreed upon.
As the NBI moves towards establishing a permanent RBO, it was recognized that the project was addressing also the NBI needs despite of the fact that the project staff is lean and available budget is not enough to conduct both the SVP tasks and the NBI needs. The initial project design did not provide adequate emphasis on supervision other SVP Projects	SVP-C project Mid -Term Review Mission, Dec 11-15, 2006	Following this mission the following actions have been taken <ul style="list-style-type: none"> ➤ Recruitment of staff at the Nile-SEC ➤ Amendment of SVP-C for additional financing, extension of closing date and revision of components to ensure effective supervision of the SVP projects ➤ Action plan developed to speed up the ISP effectiveness
Align projects to meet the NBI immerging needs, to identify ways to improve implementation efficiency, and to ensuring sustainability of products	SVP Joint Mid-Term Review, July 16-27, 2007	<ul style="list-style-type: none"> ➤ Action plan by project prepared and implemented to address the review recommendations focused on the immerging needs of NBI ➤ No-cost extension provided to each project for one year to catch up the start up delays ➤ Supervision both by Nile-SEC and the World Bank strengthened and SVP-C focused on close supervision of other projects and on sustainability of products
Management of SVP projects, strategic approach to SVP mainstreaming, SVP transition and UNOPS roles, and MSA closing date were key issues raised	NBI ISP implementation preparation and work planning mission, July 7-16, 2008	<ul style="list-style-type: none"> ➤ The MSA extended from Dec 2008 to June 30, 2010. ➤ The SVP-C followed closely on the development of detailed SVP operational closure guidelines which are now under implementation ➤ Detailed action plan for sustainability developed and is under implementation

4. Description and Evaluation of Project Achievements

4.1 Achievement of Project Development Objectives

Cumulative Achievements and Impacts:

As indicated in Section 2.1, following the development of the NBI RBS, SVP-C impact, outcomes and outputs have been defined and linked to the overall NBI corporate level results. These outcomes and outputs have absorbed the initial SVP Master PAD outcome indicators included in Table 1. This section, therefore presents the achievements made towards achieving the RBS impact and outcomes.

The main task of the SVP-C was to provide support to the Nile-SEC and other projects to achieve their objectives and plans. Hence, the achievements of SVP-C project are mainly influenced by the achievements of the rest of the NBI programs and projects.

SVP Projects evaluation at individual project and program levels were found to be generally meeting their overall goals. Following the SVP projects Mid-Term Reviews, the projects have focused on responding to the evolving needs of NBI (Nile-SEC and SAP investment programs) and to aligning their activities to meet their respective objectives. It is expected that all projects will successfully deliver the expected results at their closure. The successful implementation was partly a result of effective supervision and coordination by the SVP-C project and is in line with the expected project impact statement.

The SVP-C project contributed to the making of the overall Integrated Water Resources Management approach of the NBI by ensuring the various sectoral and cross cutting projects delivered effectively their results - building blocks for IWRM.

At Program level, key outputs that are important for providing enabling environment for investment have been realized in strategic areas for the basin's sustainable development. The Benefit Sharing Framework developed under the SDBS Project, Environmental Impact Assessment (EIA) guidelines for power development, water policy guides for best practices, water quality monitoring strategy and networks, wetlands management strategy, capacity building in IWRM related fields, best practices in efficient water use for agricultural production are some of the key results that will promote the basin's sustainable development.

SVP-C Project successfully provided general support to the Nile-SEC activities and facilitating the integration of the other SVP Projects activities and coordination efforts with the SAPs. The major impact created by the SVP-C Project can be described under the following highlights:

Box 3 - SVP Coordination Project Impact and Objectives

Impact: NBI SVP projects are successfully executed to create enabling environment

Objectives (As Revised in June 2007):

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

- (i) Common understanding of areas of focus of projects has been enhanced by the effective coordination of SVP Projects through meetings of individual projects. There has been

useful feed back on the agreed actions from the SVP Projects. The NBI programs and projects had the opportunity to update each other on the progress in implementation and jointly strategize future directions for enhanced delivery. Areas of linkages and synergy among programs and projects were reviewed and targets set for specific actions.

- (ii) Rate of delivery of project services has been enhanced through strengthening NBI institutional capacity for sustainable project and program management and implementation. This has been achieved through improved systems for financial management (sun system) at Nile-SEC, the RBS – basin-wide, recruitment of professional staff, etc.
- (iii) Capacity building skills gained on the RBS is increasingly facilitating the entire institution to work effectively towards achieving the Nile Basin Shared Vision. The orientation to the Results Based Management (RBM) has improved the clarity on how the different NBI activities can contribute towards attainment of the shared vision. There is 100% usage and approximately 80% compliance throughout NBI on the RBS, with all SVP projects, SAPs and most of the SAP projects now applying the RBS tools for planning, reporting and monitoring. Basin-wide, the projects have been able to focus on priority results in their work planning, report and communicate their progress to all stakeholders, analyze risks and assumptions, and identify key implementation challenges and loopholes on a timely basis.
- (iv) There is increased understanding and articulation of Nile Basin issues among the key stakeholders through expanded access to enhanced Knowledge and Information Systems in Nile Basin countries. Knowledge and Information sharing among professionals in all the basin countries has greatly expanded and dissemination durations have been shortened.

Achievements in addressing the project mid-term and short-term outcomes are briefly described below. A detailed table which includes achievements by the expected outcomes and outputs indicators are included in **Annex 5**. This table also shows the linkages of the RBS outcomes and outputs with the SVP Master PAD outcome indicators.

Mid term Outcome 1 **Enhanced synergistic implementation of NBI program and projects basin and sub-basin-wide**

Short term outcome 1.1 ***NBI Programs and Projects effectively coordinated***

The SVP Coordination Project initiated use of tools like the linkages matrices which sharpened the synergistic focus and implementation between the SVP and the SAPs by clearly bringing out the potential areas of collaboration. Few examples of activities where collaboration was realized are listed below:

ATP supported training activities in flood management, modeling for impacts of climate change, IWRM in ENSAP. Other capacity building activities were conducted in specific areas based on identified needs by the SAPs.

RPT provided technical support to SAPs over a wide range of areas including negotiation skills in power trade. The different studies conducted by the project such as the review of EIA Frameworks and Procedures, provide basic needs for sustainable power development.

CBSI fully supported SAPs communications development, stakeholders involvement and social development activities.

EWUAP closely worked with NELSAP on the preparation of the successor Agricultural project - the Regional Agricultural Trade and Productivity (RATP) project. EWUAP also brought together key stakeholders and experts from NBI countries for consultation on the conceptual design of RATP.

NTEAP conducted three Studies on Soil Erosion in Ethiopia, Rwanda and Sudan which provide baseline data, impacts and proposed mitigation works useful to be used by SAPs. The ecological and social economic studies for Lake Cyohoha and Lake Tana conducted by the project are taken-up by SAPs for further actions.

SDBS had provided technical and advisory support to SAP and developed the NBI Benefit Sharing Draft Framework. The research study reports prepared by the Participating Institutions identified opportunities for investments and their implementation strategies.

WRPM is working in close consultation with SAPs on the development of the Decision Support System. The Nile Basin Data and Information Sharing and Exchange Interim Procedures developed by the project and the recently initiated Long-term Monitoring of the Nile River Basin Strategy are key requirements for development.

Promotion of a coordinated approach to capacity building, initiation and organization of the first 2 Nile Development Forums, development of the NBI RBS, development of criteria for inclusion / collaboration; establishment of coordinated team of IT/KM specialists supporting NBI Knowledge Management functions are all results of the coordination efforts made by the **SVP-C** project.

The SVP-C has enhanced synergistic implementation of NBI Programs and Projects at the basin and sub basin through establishment of coordination mechanisms that include joint planning and reporting of activities, common monitoring and evaluation system, harmonizing the financial management and procurement systems, common knowledge base and information management system, development of common formats and templates that demonstrates the oneness of



SVP/SAP Coordination Meeting, Oct 5-7, 05

NBI. The coordination forum of NBI programs and projects, which held regular planning and reporting meetings has been an important mechanism to ensure that SVP projects and SAPs operate not in isolation, but to mutually reinforce the efforts of each other.

Mid term outcome 2: **Enhanced delivery of project services**

Short term outcome 2.1: ***Strengthened NBI institutional capacity for sustainable project and program management and Implementation (FMS, Procurement, RBS,)***

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

sustainable project and program management and implementation (FMS, Procurement, and RBS).

All SVP Projects are delivering projects services effectively as evidenced by the progressive improvement in the annual performance in implementation of work plans and budgets over the years. At the start, projects experienced challenges of delays in delivering services. But these challenges were soon resolved as the projects progressed in the implementation phase.

The Joint mid-term review of the SVP held in July 2007 has assessed that SVP as a program is meeting its intended goals. Key issues raised both at project and program levels are being addressed by the projects. Action plans have been aligned to address the review recommendations made specifically in respond to the current and future needs of NBI including addressing the needs of SAPs investment plans. Delivery has accelerated and by the closure of the SVP, the expected results will be achieved.

Through SVP-C, successful preparations and mechanisms in the form of NBI Institutional Strengthening Project (ISP) design were put in place to further enhance institutional capacity of Nile-SEC, ENTRO and NELSAP-CU to manage increased project portfolios; and to enhance sustainability of SVP projects outputs for a future permanent Nile Basin Institution.

The SVP-C has also established a critical mass of human capital within the basin, whose expertise and knowledge of NBI will be critical in continued effective delivery of project services. These include the projects staff and the national stakeholders who received training in various forms under the Shared Vision Program. Targeted trainings were conducted in areas like financial management, procurement, RBS, etc.

Skills gained on the RBS are increasingly facilitating the entire institution to work effectively towards achieving the Nile basin results, including the shared vision. The orientation to the Results Based Management (RBM) has improved the clarity on how the different NBI activities can contribute towards attainment of the shared vision.

Mid term outcome 3 Improved understanding and articulation of NILE BASIN issues among the key stakeholders

Short term outcome 3.1 Expanded access to enhanced knowledge and Information systems in NILE BASIN countries

Another major role of the SVP-CP was supporting the Nile-SEC in the collection, packaging and dissemination of knowledge and knowledge products that foster cooperation and sustainable Nile basin resource use. This was pursued through expanded access to enhanced Knowledge and Information Systems in NILE BASIN countries by :

- (a) Developing the NBI Internal Management Information Systems
- (b) Establishing and improving the quality of the NBI website, managed at the Nile-SEC
- (c) Establishing and maintaining the NBI documentation and Information physical and virtual library.

Overall;

- The content of information provided through the website has been progressively improved.
- Library Information sharing amongst SVP projects and SAPs; and with organizations like FAO, World Bank, British Council established and improved.
- Increased access to relevant information from International databases like IFPRI and AOJ databases achieved.

NBI issues had started featuring in national plans and budgets in an incremental way over the years the project was implemented. The visibility and recognition of NBI brought about by the publicity activities combined with other projects activities raised the recognition of NBI at national level. Implementation of a strategy for coordination of NBI activities at national level also contributed to the recognition of NBI at national levels.

Through the stakeholders' engagement processes, knowledge of NBI issues was greatly enhanced. The project did not however conduct a baseline assessment and an end of project evaluation on this particular indicator. Through the efforts the program dedicated to these processes, it is estimated that the stakeholders with up-to-date information was high.

The physical and electronic library facilities established, along with the NBI website periodic newsletters and reports are enhancing the access to knowledge and information in the Nile Basin countries. These are already part of the NBI institution thus will be sustained through the current and future NBI Institution.

Through implementation of the NBI communication strategy now in place, effective and timely relay of information to stakeholders will be maintained and keep them informed of any further developments.

4.2 Contribution to the NBI Vision

Strengthening the Nile-SEC Institutional and Human Resources Capacity: The objectives of the SVP-C Project were to strengthen the capacity of Nile-SEC to execute basin wide activities. The baseline of the Nile-SEC institutional capacity to execute the basin wide activities was lacking. It lacked the basic systems and tools to undertake such activities. The project was able to strengthen the Nile-SEC through provision of the necessary human resources, establishing a number of systems including the Results Based M&E System, financial management and procurement systems, knowledge management system, Physical and IT infrastructure, a resource centre that includes a library and archive. Today, the Nile-SEC has an improved institutional and human resources capacity that can enable it to effectively manage and coordinate basin wide programs/projects and in general to play a central role as a River Basin Organization, coordinating all NBI institutions.

Establishing a Sustainable Mechanism for Coordination among NBI Programs and Projects: The Shared Vision Program was designed to enhance capacity, build trust and provide an enabling environment for cooperation between the Nile Basin countries and investment. The Shared Vision Program was anticipated to significantly strengthen the ability of the Nile Basin countries to cooperatively manage their resources in a sustainable way in line with the NBI Shared Vision. The SVP-C project has played a critical role to ensure that the SVP projects are coordinated to meet their intended results and successfully completed. The project has also established a coordination mechanism between the SVP and SAPs which was crucial to build one NBI, enhance synergistic implementation, and promote joint planning and reporting. Once completed, the SVP Projects would provide an enabling environment for investment to take place on the ground. The coordination effort was therefore a key intervention in ensuring the SVP contributes to building the Nile Basin Institution, and hence to the overall attainment of the NBI Shared Vision.

Enhanced Understanding on the need to Promote Transboundary Issues: Ensuring ownership and trust through increased awareness of the benefits of Nile cooperation was at the beginning a challenging task for the SVP projects. The expectations of the countries from the projects were mainly on addressing countries specific needs rather than building the

transboundary perspectives. Starting from the initial SVP projects implementation period, the SVP-C project has put much effort in creating awareness among the Steering Committees and projects staffs on the need to promote transboundary issues and efforts to ensure that SVP builds the intended foundation for transboundary water resources management and development.

SVP's Wealth of Knowledge and Sustainability: The SVP projects have produced a lot of knowledge and valuable products which are building blocks for the future RBO and specifically for sustainable IWRM. However, the overall success of the SVP projects depends on the sustainability of the projects outcomes and functions to support the long-term river basin management. The SVP-C project has made an important contribution in directing the SVP projects to focus on accelerating their response to the evolving NBI needs mainly to building the core functions of a sustainable Nile institution and to support the SAP investments. A strategy for mainstreaming and sustainability of SVP outputs and functions has been prepared to guide the process. The outputs and functions of each project have been identified and action plans for mainstreaming and sustainability have been prepared which are now under implementation. When successfully implemented, the strategy and action plans will ensure that outputs and products from the closing SVP projects continue to be delivered as part of the institutionalized functions of the relevant NBI and non-NBI institutions.

Contribution to the ISP Development: The project has supported the Nile-SEC in developing NBI strategic institutional directions, as a guide for the preparation of the ISP proposal. The project also supported the preparation of the ISP document and the Nile Basin Sustainability Framework concept and implementation plan.

The key SVP-C Project results contributing to the NBI Vision are attached as **Annex 7**.

4.3 Project Efficiency

The SVP-C was designed like the other SVP projects with specific objectives, outcomes, components, and budget. But, unlike the other projects, it was conceptualized as a backstopping mechanism to augment the institutional capacity of the Nile-SEC to provide oversight to the basin wide SVP activities and support the coordination function. Hence, the project was fully integrated within the Nile-SEC structure with the staff supported by project funds and staff supported by the NBI core funds forming an integrated team and jointly providing the overall support to the SVP and other NBI activities. Under this arrangement, it is quite difficult to evaluate the efficiency of the project (translating its resource into intended outputs) isolated from the Nile-SEC. In addition, the overall efficiency of the project relies on the efficiency of the other SVP projects and the UNOPS. However, the following key issues could be highlighted that affected the overall SVP-C and the other projects efficiency.

- The available staff were not sufficient to meet both the SVP related activities and the Nile-SEC management functions. In addition, the challenges in the management of the UNOPS MSA including amendments to the MSA have taken much time of the staff. These have diverted the project from focusing on its objectives hence resulted to inefficiency and delays.
- Centralized UNOPS system, (until the UNOPS Nile Office was established in the basin in 2006) copled with the challenges faced on procurement were major causes of inefficiency for many SVP projects.
- SVP projects start-up has been delayed due to time consuming procurement process and in some cases due to lack of clarity of project design. This has resulted significant delay on disbursement of funds and impact on efficiency.

- Turn-over of Finance and Administration Head at the Nile-SEC (4 have been engaged during the project period) has considerably affected the financial management and procurement activities of SVP-C project.
- Changes made on the UNOPS financial management system (from FASS to Atlas) after the signing of the MSA and before the initial system was fully mastered by all staff required much effort and time for familiarization among the UNOPS and projects staff. The training at the level of the SVP projects was still going on after the mid-term of projects. This has considerably taken much more time of staff and resulted delays on project activities.

On the positive side, however, the SVP-C project has made continued effort to resolve the challenges and meet its objectives. Intensive discussions and negotiations were made with UNOPS to improve efficiency and projects' delivery. In 2006, the MSA was revised. The UNOPS Head Quarters operations was decentralized to the basin and full management of the SVP-C project was transferred to the Nile-SEC. The decentralization of UNOPS operations to the basin has significantly increased the UNOPS service cost but it has enhanced ownership of SVP by NBI, facilitated close consultation and working relationship, enabled the projects to own their budget and project operations, and in general contributed to improvement of SVP projects efficiency.

Implementation of the recommendations made by the Mid-term review missions conducted both at program and project levels accelerated since beginning of 2007 and significant positive result has been achieved. The change made on the SVP-C project objectives has enabled the project to strengthen close supervision of the other SVP projects. Recruitment of additional and financial management structure at the Nile-SEC has been accelerated. The SVP projects action plans were aligned and implementation accelerated to address key NBI (Nile-SEC and SAPs) immerging needs.

4.4 Unexpected / Ancillary Results Achieved and their Significance

With the support from CIDA, NBI through the SVP-C project initiated specific interventions to address the gender requirements in its operations. The NBI Gender Mainstreaming meeting was conducted at the Nile-SEC with participation of all the NBI Programs and projects represented by appropriate personnel. An NBI Gender Working Group (GWG) was constituted, and the GWG came up with a gender audit work plan for NBI.

The project supported the development of a basin wide systems and frameworks that were not envisaged in the original design of the project. These included the full scale RBS for monitoring and evaluation of the NBI results and the assessment and commensurate harmonization of the financial management systems under the NBI centers (Nile-SEC, ENTRO, and NEL CU) in the basin.

The project also helped in the preparation of the Institutional Strengthening project, an activity that was not foreseen at the conception of the project, but emerged upon institutional assessment of the NBI. Project staff took the lead role in preparing the project and ensuring its readiness for implementation.

The project took the lead role in ensuring productive collaboration with other development oriented organizations like International Water Management Institute, FAO Nile Water Project, among others. It also provided technical backstopping to the Nile-SEC in myriad ways ranging from preparation of technical documents to attending, participating and hosting of individuals or groups that sought information from the Nile-SEC. This particular need

necessitated project staff to be assigned to undertake missions to other organizations for meetings of collaborative nature. Such collaborative activities were established with EAC, IWMI, NEWATER (a European Union water Initiative), NEPAD, ENEP, ANBO/INBO among others.

5. Mainstreaming and Sustainability

5.1 Transition Arrangements and Sustainability Mechanisms

Strategy for Mainstreaming and Sustainability of SVP Outputs and Functions: The SVP has provided the first basin-wide forum in the Nile Basin for collaborative action on a range of water-related areas. SVP projects have generated a wealth of knowledge products, best practices, practical tools, strategic and analytical frameworks, policies and guidelines, etc. that are building blocks for the future permanent Nile institution IWRM. The overall success of the SVP projects depends on the sustainability of the projects outputs and functions to support the long-term river basin management. The SVP products need to be captured, mainstreamed and sustained in good time while SVP is moving towards completion.

In recognition of this need, a Strategy for Mainstreaming and Sustainability of SVP Outputs and Functions was prepared. This strategy provide basic information on the need for mainstreaming and sustainability of the SVP outputs and functions, a strategic approach and methodology on how to achieve sustainability and a road map for the first priority strategic actions.

The strategy clustered the SVP outputs and functions into the following 6 groups.

- i) Knowledge products & information (e.g. wetlands Baseline reports and ecological studies, best practices of wetlands management , training modules, data bases like the power data bank)
- ii) Tools (e.g. DSS, models, GIS, online library)
- iii) Strategic frameworks, policies, guidelines (e.g. capacity building strategy, SDDBS policy briefs, Water Policy good practices guidelines, Best practices on Water Harvesting, Community Managed Irrigation, and Public/Private Managed Irrigation)
- iv) Networks of professionals (e.g. networks of Water Policy, Media, economic planners and researchers)
- v) Intellectual capital (SVP professionals who have acquired vast experience and knowledge through the NBI process)
- vi) Assets (e.g. equipments, vehicles)

The strategy also stresses that all the outputs of the SVP projects need to be sustained to maximize benefits but all do not belong and need not be captured by the future Nile River Basin Organization (RBO). There are key functions and outputs that need to be sustained within the RBO and its institutions including the National Offices while the remaining will be captured and sustained by other organizations and institutions within the basin. The main four potential levels for capturing and sustaining SVP outputs and functions are the following.

- i) The umbrella organization, RBO through the ISP
- ii) The sub-basin organizations, ENTRO, NELSAP-CU, and others that may likely be established

iii) National NBI Offices

iv) Other National or Regional Organizations

This Strategy was presented to the SVP Coordination Project Steering Committee (Nile-TAC) meeting held on April 21st 2008 and was approved for implementation. It was also presented to the 5th formal NBTF Committee meeting held on April 24-25, 2008. NBI Development Partners appreciated the strategic approach and commended for further actions.

Further Steps and Mechanisms for Sustainability: Following the approval of the Strategy for Mainstreaming and Sustainability of SVP Outputs and Functions, mechanisms to translate the strategy into action were identified, detailed plans prepared and several strategic functions conducted. The main ones are listed below.

- As a first step, the key outputs and functions of each SVP project were identified. Detailed action plan has been developed for each project for mainstreaming and sustaining these key outputs and functions including their alignment with the potential destinations (future RBO, SAPs, National NBI offices and other regional and national organizations). The action plan also includes key considerations and approach for sustainability. This work has been done in close consultation with the SVP projects and the SAPs and is under implementation by the SVP projects in consultation and coordination with Nile-SEC, SAPs and key stakeholders.
- A matrix for the key SVP outputs and functions that contribute to the Nile Basin Sustainability Framework was prepared with the immediate tasks that need to be carried out by the ISP. The Nile Basin Sustainability Framework (NBSF) need to consider these key identified outputs and functions as potential priority areas.
- A consolidated matrix for mainstreaming and sustaining the products are prepared for each of the SVP projects. The matrixes are working documents that need further consultations with SAPs and SVP Regional Project Managers. They incorporate completion timeframe of outputs, their importance, sustainability methodology, responsible person/body and timeframe for utilization and sustaining the outputs. Implementation of these operational matrixes is underway at different levels focusing on sustainability issues but the full implementation requires further consultations and commitment at all levels.
- Since 2007, the SVP/SAP coordination meetings have been focusing on key strategic issues such as SVP contribution to the future NBI permanent institution, SAP specific needs and absorption of SVP products and coordinated approach for capacity development. In particular, the last three coordination meetings held on April 13-14, 2007, December 3-6, 2007 and May 20th 2008 have significantly contributed to enhancing sustainability of SVP products.
- A web based Nile Information System (Nile-IS) is developed by WRPM project in collaboration with Nile-SEC and with support of the NBI IT/Knowledge Management team. The Nile-IS serves as repository for the SVP, SAPs and future NBI knowledge products as well as for processing/compiling and exchange of information. The tool needs to be fully operationalized to support capturing all the SVP products and for dissemination.
- The Nile-SEC through the M&E team has started conducting internal evaluation study for the SVP project. The main objectives of the evaluation are;

- a) To provide SVP with researched information on the levels and scope of coverage of its intended target groups that have been attained over the five years of implementation.
 - b) To learn and document the levels of achievement of SVP outputs, and the intended and unintended outcomes and impacts that the outputs have caused on the target group.
 - c) To measure the extent to which SVP is contributing to the overall NBI developmental objectives and key results.
 - d) To analyze and document key implementation lessons and outcomes (positive and negative) that can influence future designs.
- Final Stakeholders' Dissemination Forum and SVP Show Case Event are the other means for mainstreaming and sustaining of SVP Projects' outputs. During these forums findings and outputs need to be discussed with key stakeholders and actions to promote the sustainable utilization of the outputs should be agreed upon.
 - Communication plan for a wider stakeholders group, targeted communities and the public, on the SVP achievements and products has been developed by the Nile-SEC communication team. This plan includes among others preparation of fact sheets, story of SVP and documentary films, press release and conferences, popular version of end of project and final report. Implementation of the plan has been initiated with the preparation of individual projects fact sheets.

Strategy and Road Map for Transition of UNOPS Operations to NBI: As part of the SVP sustainability process, and to ensure effective closure of the SVP projects, a Strategy and Road Map for Transition of UNOPS Operations to NBI is prepared. The Strategy emphasizes on two major requirements for smooth transition of the SVP management services from UNOPS to NBI. These requirements are (i) Nile-SEC as the executive agent of NBI needs to strengthen its capacity to manage basin wide and complex projects specifically in administration, human resources, financial management and procurement; and (ii) Nile-SEC should be granted legal personality in all the NBI countries to smoothly execute NBI programs and projects. The road map is under implementation by each of the SVP projects.

Rules and Guidelines for SVP Projects Operations Closure: The SVP-C in coordination with UNOPS developed Rules and guidelines for SVP projects operations closure which encompasses timeframe and procedures to close all the operational issues including finance, procurement, human resources/contracts, and assets disposal. These rules and guidelines are adopted and are under implementation by all the SVP projects.

SVP-C outputs and functions sustainability: All The SVP-C outputs and functions, described in detail under Section 4 of this report are essential for building the Nile RBO. By end of the project the outputs and functions have been absorbed by the ISP. SVP activities including programs coordination, SVP projects supervision and effective completion, mainstreaming and sustainability of outputs and functions and UNOPS operations follow-up are all included in the ISP and the SVP-C staff have been retained to continue following up these SVP activities.

5.2 Assessment of Risks to Sustainability of Outcomes

As mentioned above, the SVP has generated a wealth of knowledge and valuable products and has established substantial building blocks for the future RBO and specifically for sustainable IWRM. Unless these outputs and functions are strategically captured, analyzed and sustained

within the NBI institutions as well as other related institutions, and eventually unless the benefits are reflected through policy changes at national level and through investments by SAPs, the considerable amount of resources (over US \$120 million) and time invested for the SVP implementation will be a waste without demonstrating sustainable results.

Capturing, mainstreaming and sustaining the SVP gains, pose several challenges that need to be addressed through intensive consultation and close follow-up. The initial challenges are ensuring that SVP products are effectively captured, centrally uploaded and disseminated. The importance of the SVP products as well as the efforts and resources expended on the SVP need to be recognized by NBI and the sustainability process needs to be given high priority for ensuring that these valuable products are effectively utilized and sustained. Some risks to sustainability of the SVP Outcomes and transition of UNOPS operations to NBI with measures to manage the risks are shown in **Table 7**.

Table 7 - Risks to Sustainability of SVP Outcomes and transition of UNOPS operations to NBI		
Risks	Measures to manage the Risks	Recommendation
Sustainability of SVP Outcomes		
NBI institutions (Nile-SEC, ENTRO and NEL-CU) do not give high priority to capture and build upon the SVP products	<ul style="list-style-type: none"> ➤ Nile Basin Sustainability Framework development included as a priority activity under the ISP ➤ Consultations with SAPs is a continuous process; SAPs attend all the SVP dissemination forums 	<ul style="list-style-type: none"> ➤ Accelerate the development of NBSF ➤ Upgrade the KM unit of the Nile-SEC to enable it to operationalize the Nile-IS for uploading and dissemination of SVP products ➤ SAPs give priority to analyze and utilize the SVP products relevant to investment
National level institutional capacities, and existing policies do not allow to utilize the SVP outcomes	<ul style="list-style-type: none"> ➤ SVP dissemination workshops and the SVP show case forum planned to be conducted include decision makers ➤ Communication plan for a wider stakeholders group, targeted communities and the public, on the SVP achievements prepared for implementation .. 	<ul style="list-style-type: none"> ➤ Much more need to be done on consultation with institutions (within and outside NBI) that are potential to utilize the products and broader communication on the success of the SVP required ➤ Creating awareness and readiness and building political will and commitment to action at the high political level must be built in the process of mainstreaming ➤ Support the implementation of the communication plan
National NBI offices are not strengthened to sustain national coordination activities	<ul style="list-style-type: none"> ➤ Continuous discussion are being held and options/mechanisms recommended to Nile-TAC members 	<ul style="list-style-type: none"> ➤ clear plan for coordination of NBI activities and communications of SVP products at the national level (by country) need to be given attention
Key networks and stakeholders forums established by SVP are not sustained resulting to less trust, hope and interest by stakeholders and the public	<ul style="list-style-type: none"> ➤ NBSF development process is structured to incorporate some key stakeholders 	<ul style="list-style-type: none"> ➤ Mechanisms to engage more stakeholders need to be developed ➤ Initiating the NBI Capacity Building Strategy and continuation of partnership and collaboration with key institutions that are directly working with different stakeholders at national level is essential to continue the visibility of NBI at national level
Transition of UNOPS operations to NBI		
Some NBI Countries do not grant legal status to NBI	<ul style="list-style-type: none"> ➤ Draft MOU discussed with countries and signing of MOU is on process 	<ul style="list-style-type: none"> ➤ Accelerating the process is required

6. Financial Performance and Procurement

6.1 Project Costs and Financing

Project Budget: As per the SVP Master PAD, the project cost was initially estimated at US\$9.8 million, including in-kind contributions from the NBI riparian states estimated at US\$4.42 million and partners support (NBTF + German/GTZ) estimated at US\$5.38 million (Phase1 US\$3.12 and Phase 2 US\$ 2.26). The project Phase 1 activities started with an initial grant of US\$2.87 million financed by the NBTF through a grant agreement between the NBI and the World Bank and with additional direct support by German/GTZ in the amount of US \$0.25 million. In the subsequent extensions, the project fund was progressively increased as follows.

- The project budget was raised to US\$5.13 million from the NBTF through an amendment made to the Grant on November 9, 2006.
- The Grant was again amended on June 25, 2007, raising the budget to US \$11.6 million mainly to channel the payment of UNOPS fee through the SVP-C and to implement the critical needs of the NBI that emerged during the project implementation.

Budget Implementation: Tables 8, 9, and 10 below show project budget implementation by component, category and funding sources respectively.

Component	Project Budget as per the last amendment (US\$)	Expenditure (US\$)	Variance (US\$)
Component 1 - Program Coordination	10,256,959	9,058,976	1,197,983
Component 2 - Financial management & procurement	323,099	277,005	46,094
Component 3 - KM and information sharing (NBTF)	213,573	48,862	164,711
Component 3 (GTZ funding)	250,000	244,558	5,442
Component 4 - M&E	645,027	558,529	86,498
Component 5 - Capacity Building	161,342	296,485	- 135,143
Total NBTF	11,600,000	10,239,857	1,360,143
Total GTZ	250,000	244,558	5,442
Total NBTF & GTZ	11,850,000	10,484,415	1,365,585

Table 9 - Budget Implementation by Category of the NBTf Grant Agreement				
Category	Project Budget as per the last amendment (US\$)	Disbursed and Expended (US\$)	Remaining (US\$)	Remarks (US\$)
(1) Goods	140,928.96	201,399	-60,410	Subsidized from other categories
(a) Nile-Sec	928.96			
(b) UNOPS	140,000			
(2) Consultants' services:	1,976,256.56	2,326,921	-350,664.44	Subsidized from other categories
(a) Nile-Sec: PMU Staff, Consultants, Agent's Fees, and Audit Fees	1,766,256.56			
(b) Other services and Agent's Fees (UNOPS)	210,000.00			
(3) Training and Workshops	255,534.39	885,157	-628,622.61	
(a) Nile-Sec	15,534.39			
(b) UNOPS	240,000.00			
(4) Operating costs	1,285,000	625,399	639,991.00	
(a) Nile-Sec	515,000.00			
(b) under the Project other than Part A.1 (UNOPS)	770,000.00			
(5) Unallocated	192,280.09		192,280.09	
(a) Nile-Sec	192,280.09			
(b) UNOPS	0			
(6) Goods, Consultants' Services, Training, Workshops, including Agent's Fees	7,750,000.00	6,182,431	1,567,569.00	
Total	11,600,000	10,239,857	1,360,143	

Table 10 - Budget Implementation by funding sources				
Source of Funding	NBTF (US\$)	GTZ (US\$)	Total (US\$)	Country In-kind Contribution³ (US\$)
Total Budgeted	11,600,000	250,000	11,850,000	4,400,000
Total Disbursed	10,239,857	244,558	10,484,415	

The project budget allocated from the NBTF based on the last amendment made to the Grant Agreement was US\$11.6 million. Additional direct support was provided by German/GTZ in the amount of US\$0.25. From the total NBTF funding of US\$ 11.60, US\$10.24 was disbursed and from the total GTZ funding of US\$ 0.25, US\$ 0.24 was disbursed. The total project disbursement is US\$10.48 representing budget performance of 88%.

The main reasons for the variation (undisturbed amount) are the following:

- UNOPS actual fee was less than the planned budget.
- Operation costs like travel within and outside the basin was not utilized during the last 2 years since travel was minimized due to other tasks that support the Nile-SEC.

Budget implementation by project outcomes and Outputs is attached as Annex 8.

6.2 Financial Management

Like other SVP projects, UNOPS provided support in the execution of the SVP-C project, particularly related to financial management, procurement of Goods and services, and building the NBI's capacity to oversee basin-wide projects. However, unlike the other SVP projects, UNOPS support did not extend to contracting of staff hired under this project. Since the SVP-C had the overall responsibility for day-to-day coordination and oversight of the SVP projects, the Nile-SEC directly hired all staff and cover local operating expenses for project activities. This arrangement was made to avoid any possible conflict of interest.

Under this arrangement, the fund for the implementation of the project activities was disbursed from the NBTF to two different accounts; to the special account opened by the Nile-SEC and to the UNOPS deposit account.

The initial understanding and agreement between UNOPS and NBI was that a simplified and efficient financial management and accounting system will be established at the PMUs and Nile-SEC which is compatible to that of the existing Nile-SEC system and will facilitate capacity building at the Nile-SEC. However, the financial management system used by UNOPS (ATLAS/FASS) was not compatible to that of the Nile-SEC (Sun System). All financial management activities were conducted by UNOPS staff since non-UNOPS recruited staff cannot have access to the UNOPS system and could not be authorized signatory. The financial monitoring report (FMR) formats were also different hence reporting was done by both UNOPS and Nile-SEC.

³ The estimated in-kind contributions from the NBI countries includes the annual contributions to the NBI (Nile-SEC and office space, etc) as well as the cost of the National NBI Offices in each NBI country

Major impacts of this arrangements were (i) Nile-SEC didn't have full control of the SVP-C budget including disbursement hence the full ownership of the SVP-C project by the Nile-SEC didn't exist, (ii) capacity building of Nile-SEC staff on financial management was hampered and (iii) it was difficult for Nile-SEC to prepare a consolidated FMR and report to NBI stakeholders (Nile-COM, TAC, donors, etc.) due to lack of clarity on the expenditures and remaining balance for the UNOPS managed portion.

From June 2006, the Project Management Services Agreement (MSA) signed with UNOPS has been amended to address several challenges faced on the provision of services and projects implementation. One of changes made is, Nile-SEC took over the full responsibility of managing and execution of the SVP-C Project including the financial management and procurement as of June 1st, 2006. This arrangement has enhanced the ownership of the project by Nile-SEC, increased efficiency and capacity of the Nile-SEC.

According to the 2008 audit, the auditor's opinion on the project financial statements is an unqualified (clean). The summary of the Audit Report is attached as Annex 9

6.3 Procurement

The SVP-C project is financed primarily through the Bank-managed NBTF hence the procurement of services and goods followed the World Bank's Guidelines.

As stated under Section 4.6, most of the procurement functions were conducted by UNOPS and records were kept by UNOPS. Therefore, Nile-SEC faced similar challenges like the financial management; lack of full ownership, capacity building and reporting until it took over the full responsibility of managing the project in 2006.

7 Partnership and Networking

Building broad partnerships among and within the riparian countries, with key international institutions, civil society, government institutions and development agencies is essential for a coordinated process and effective program implementation.

The meeting of the International Consortium for Cooperation on the Nile, which brought together international donors and the riparian countries in June 2001 in Geneva, was the first step to establish the NBI and international donors' partnership and was a forum for securing partner commitment in supporting the NBI. This first initiative has been enhanced through the establishment of the NBTF Committee in March 2004. NBI should develop mechanisms and continue promoting its partnership with the international donors even after current NBTF is closed.



WRPM Grant Signing during the NBTF Committee Informal meeting. Oct 2004

The SVP-C project participated in all the NBTF Committee meetings starting from 2002 and was involved in presenting critical issues related to the SVP including progress, achievements, challenges, financial implementation and needs. The project has contributed to ensuring transparent and effective information flow to NBI development partners and to resource mobilization.

The SVP-C project like the other projects was not designed to directly create broad partnership and networking, but through effective coordination and follow-up of the SVP projects, has ensured that projects build functioning networks of different government and non-government institutions, enhance partnership with different institutions that are engaged on similar activities within the Nile Basin, widening the circle of stakeholders participating in the NBI process and create effective coordination with the Nile Basin Discourse which is established to provide the opportunity and mechanism for national, regional, and international NGOs and civil society to interact with each other and discuss the development process in the Nile Basin.

The SVP projects have identified several institutions as Centers of Excellencies that could be considered by NBI for future collaboration. Building upon these efforts, NBI need to formalize and sustain the partnerships with these institutions to promote collaborative activities that address the NBI and the countries needs.

8 Risks and Assumptions

The major risks identified during the preparation of the SVP were five: Insecurity and conflict; Commitment of the Nile Basin countries; Lack of institutional and human capacity; Continued partner support and financial sustainability; and Stakeholder support.

Insecurity and conflict have reduced over the years as evidenced in the peace treaties signed. These include the Comprehensive peace agreement for Sudan, Peace pact for Burundi, negotiations ongoing with the LRA of Uganda. Post violence conflict in Kenya that followed the presidential voting of December 2007 was quickly contained before affecting the overall project implementation.

Commitment of the Nile basin countries in lieu of the basin challenges was also identified as a key risk. During implementation however, the countries displayed unwavering commitment to the NBI process through participation of the national representatives in the SVP activities. Regional initiatives like NBI were perceived as an opportunity to addressing some of the transboundary issues that could not be easily resolved singularly through national efforts.

Lack of institutional and human capacity was identified as a risk that could affect their capabilities for sustaining national and regional coordination. Capacity is a challenge and may take some time to address adequately. The NBI Capacity Development Strategy prepared by ATP will address key capacity challenges in the short, medium and long term time frames. These activities will complement the capacity enhancement drive that was undertaken by the SVP.

Continued partner support and financial sustainability was another risk identified at the beginning of the project. Over the implementation period however, the partner support did not reduce, instead more funding was received to support completion of the project activities. The Nile Basin countries also continued honouring the countries contributions in a timely manner.

Stakeholder support in water resources management is a key issue as it affects all members of society. It is a big risk if it is not mitigated early enough in time. The strategy however was to involve the stakeholders from the design stage of the SVP projects and all through the implementation period. Stakeholder involvement was also achieved through the CBSI Project which had a component dedicated to stakeholders' engagement processes.

The following SVP-C specific issues were also identified during the project design as risks that may affect sustainability.

Developing a Nile perspective has been considered as a risk to be mitigated by the SVP-C from the onset of the other SVP projects. The project has been engaged in creating awareness and understanding among SVP project staff and Steering Committee members on the NBI vision and objectives, and that within the NBI Strategic Action Program, SVP as a regional program needs to be implemented and addresses the intended transboundary perspectives.

Retaining capacity was one of the expected ultimate successes of the SVP-C to ensure the development of a permanent capacity within the NBI institutions for the management complex, multisectoral, basinwide programs. The SVP-C project has supported the Nile-SEC in recruiting qualified professionals.

Integrated team at the Nile-SEC; The staff recruited by the project fund and those recruited by the NBI core fund have been working as an integrated team with collaborative spirit.

9 Disposition of Project Assets

As mentioned in Section 4 of this report, the SVP-C was conceptualized as a backstopping mechanism to augment the institutional capacity of the Nile-SEC to provide oversight to the basin wide SVP activities and support the coordination function. Therefore, as part of strengthening the Nile-SEC capacity, the assets procured by the project have been registered under the Nile-SEC administration and included within the asset inventory of the Nile-SEC. Hence, assets disposal does not apply for this project. The inventory of the assets procured by the project is attached as **Annex 10**.

10 Lessons and Recommendations

SVP/SAP Coordination Forum: The SVP-C project has laid a strong foundation for SVP/SAP coordination and this has maximized the synergies between the SVP projects themselves as well as between the SVP projects and SAPs. This forum has been important for joint planning and reporting hence ensured that SVP projects and SAPs operate not in isolation. It has been a forum to discuss and resolve key strategic issues such as SVP contribution to the future NBI permanent institution, SAP specific needs, absorption and sustainability of SVP products, and coordinated approach for capacity development and other critical and challenging NBI issues.

NBI needs to build upon the SVP/SAP coordination forum and the mechanisms that include joint planning and reporting through common M&E system, common knowledge base and information management system, common formats and templates that demonstrates the oneness of NBI. This forum will facilitate the development and adoption of common NBI management and implementation guidelines/policies (Financial Management System, RBS, Information Management System, Human Resources, etc), as well as to jointly address cross-cutting issues like gender mainstreaming, climate change, resource mobilization, etc. which are immediate needs of NBI as it moves towards established a permanent RBO.

Common Knowledge Base and Information Management System: The SVP-C Project provided support towards enhancement and continued operation of the NBI Resource Centre located at the Nile-SEC to ensure sound Knowledge Management (KM) and ongoing information sharing among NBI stakeholders and with the public. All the information management components of the various SVP projects and SAPs aimed towards the same objective which is to provide efficient information management, access and dissemination.

In view of the need to coordinate these efforts and to create one NBI KM system, the SVP-C project has established a working team comprising of KM/ IT staff of NBI. This team has been meeting twice a year and was instrumental in developing a holistic approach to managing and maintaining the NBI knowledge base and systems. However, there is still a need to upgrade the NBI KM to efficiently manage information and knowledge, to develop methods for retention of the information generated during implementation of the projects, and to provide means for accessing knowledge bases.

Institutionalizing the NBI KM as a unit within the Nile-SEC, sustaining the KM/IT team, upgrading and maintaining the KM system including the NBI website are essential to ensure efficient information management and accessibility.

Ensuring Mainstreaming and Sustainability of SVP Outputs and Functions: The SVP has generated a wealth of knowledge and valuable products and has established substantial building blocks for the future RBO and specifically for sustainable IWRM.

The NBI should give high priority to ensure that these outputs and functions are strategically captured, analyzed and sustained within the NBI institutions as well as other related institutions.

Sustaining Stakeholders Involvement and Participation in the NBI Process:

The SVP has established networks and ensured involvement and participation of diversified stakeholders in intensive dialogue on common issues related to sustainable water and related resources management and development. This engagement has by large contributed to building trust and confidence among NBI countries, enhanced capacity, and promoted the visibility of NBI within the basin. The participatory approach (dialogue and continuous consultative process) of SVP that cut across the NBI operations was a key driver for the ownership and commitment by the various stakeholders of diverse backgrounds. It was a key strategy in keeping the stakeholders informed and engaged on projects' issues. It cost time, general implementation pace and resources, but the overall gains and chances of sustainability are greatly enhanced.



Nile Media Network established by CBSI

There is need to maintain these networks alive and participating in some ways in NBI activities to maintain the already established involvement and commitment at different levels. Key stakeholders – governments, private sector, civil society and general public will need to be engaged and involved at all levels through consistent dialogue and systematic information sharing. However, participation and involvement need to be tailored to manageable levels to avoid creating too much expectation beyond the capacity of the NBI development intervention.

Establishing Partnership with other Initiatives: The NBI is not the only initiative in the basin region attempting to solve the problems associated with development of the Nile resources. While every endeavor is appreciated and encouraged, it is also important to ensure that scarce resources are utilized optimally. The SVP projects have established partnership with different institutions and organizations that are engaged on similar activities. NBI should build upon these collaboration efforts and create formal partnerships with key initiatives to avoid overlapping of efforts and to close any gaps.

Results Based System (RBS) for Planning, Reporting and M&E: Clear results based system need to have been deployed right from the start of the SVP projects. This would have ensured clarity of reports and consistence in focusing on the key elements of the Shared Vision Program. Considering the complexity of the program, the project risked getting lost in the process.

NBI need to build upon the already established RBS and ensure that it is adopted and utilized by all programs and projects.

UNOPS as NBI Service Provider: Engaging UNOPS as the service provider for SVP implementation was necessary since NBI didn't have the capacity to manage basin wide projects and lacked legal recognition by NBI countries. But, if the Nile-SEC management capacity was built and NBI was granted legal status by all countries at the onset of the SVP projects implementation, NBI could have managed the SVP projects independently which would have been more advantageous and cost effective for NBI.

NBI countries have agreed on an interim mechanism (Signing Memorandum of Understanding with the Nile-SEC), for provision of legal status with the necessary immunities so that NBI is able to implement programs and projects in all the NBI countries without the support legal cover of UNOPS. This process need to be accelerated and concluded by all NBI countries to avoid any further extension of UNOPS management service agreement.