

NILE BASIN INITIATIVE

SVP COORDINATION PROJECT MID TERM REPORT OCTOBER 2003 – DECEMBER, 2006

NBI Secretariat
Entebbe, Uganda

SECOND DRAFT:

December, 2006

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LIST OF ABBREVIATIONS AND ACRONYMS

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

1 Background Information

1.1 The Nile Basin Initiative (NBI)

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

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

The NBI interventions seek to build confidence and capacity across the basin through a Shared Vision Program (SVP), and to initiate concrete investment and action on the ground through Subsidiary Action Program (SAP).

NBI seeks to achieve the following objectives for realisation of the shared vision:

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

1.2 Subsidiary Action Programmes

The two Subsidiary Action Programmes (SAPs) namely, The Eastern Nile Subsidiary Action Program (ENSAP) and the Nile Equatorial Lakes Subsidiary Action Program (NELSAP) are designed to initiate concrete investment and action on the ground based on the conducive environment created through the SVP aiming to achieve the shared vision. Both SAPs seek, as objective, to achieve joint action on the ground to promote poverty alleviation, economic growth and reversal of the environmental degradation.

1.3 The Shared Vision Programme

The Shared Vision Program (SVP) creates an enabling environment for cooperative management and development in the Nile Basin through a limited but effective set of basin-wide activities. It is a multi-country, multi-sectoral, grant-funded program of collaborative action, exchange of experience, trust and capacity building. The programme is made up of the following basin-wide seven thematic projects, and one coordinating project:

1. Nile Transboundary Environmental Action Project (NTEAP)

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

2. Nile Basin Regional Power Trade (RPT)
3. Efficient Water Use for Agricultural Production (EWUAP)
4. Water Resources Planning and Management (WRPM)
5. Confidence-Building and Stakeholder Involvement (CBSI)
6. Applied Training Project (ATP)
7. Socio-Economic Development and Benefit-Sharing (SDBS)
8. Shared Vision Programme Coordination Project (SVP-C)

1.4 The Shared Vision Programme Coordination Project

The Shared Vision Programme Coordination Project (SVP-C) is meant to strengthen the capacity of NBI Institutions to carry out basin-wide programs and ensure effective oversight of the 7 thematic projects and coordination among NBI programs and projects, and to coordinate with the SAPs.

1.4.1 Programme / project standard data

- Project Name Shared Vision Program Coordination Project (SVPC Project)
- Partners supporting SVP African Development Bank; Canada/CIDA; Denmark; European Union; Germany/GTZ; Netherlands; Norway; Sweden; United Kingdom; UNDP/GEF; World Bank/ DGF; World Bank/GEF
- Duration of Project 6 Years (2003 – 2009)
- Total amount of project budget US \$2.87 million - 1st phase grant through the Nile Basin Trust Fund on a pro-rata share of approximately 3 % from each of the SVP projects
US \$ 0.60 Million - additional allocation by CIDA
Euro 0.25 Million - direct bilateral support provided by Germany/GTZ
- Geographic location of the project At the NBI Secretariat, Entebbe, Uganda

1.5 Program/project Goals, Objectives/purposes

1.5.1 The Shared Vision Programme

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

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

1.5.2 The SVP Coordination Project

The overall development goal of the SVP Coordination project is successful and complete execution of the basin-wide projects through effective coordination among projects and programs.

Development objectives are to;

1. strengthen the capacity of the NBI to execute basin wide programs
2. ensure effective oversight and coordination among SVP projects and with SAPs

Purpose of the NBI Coordination project therefore is to ensure;

- Effective implementation of SVP projects and coordination among projects and programs.
- Strengthened human and institutional capacity within the NBI institutions for the implementation of complex, multi-sectoral, basin-wide projects.
- Establishment of generic guidelines and institutional frameworks for managing basin-wide projects.
- Expanded access to enhanced knowledge and Information systems in NB countries to improve understanding and articulation of NB issues among the key stakeholders.

1.5.3 Program/project rationale and Key milestones

The NBI realized that in order to fully develop the synergies created through the Shared Vision Program, significant effort and resources would need to be devoted for a basin-wide coordinating mechanism. It was further realized that while the NBI Secretariat as the SVP Executing Agent has the responsibilities to take on this coordination function, the Secretariat is a relatively new institution that would need to be strengthened, both in terms of human and institutional capacity, in order to effectively fulfil this role.

The coordination project was therefore created after iterative discussions among the NB countries, World Bank and other partners. The result was a project that strengthens the overall NBI, allows for central coordination and decentralized control of SVP projects, and maintaining the desire of the NB countries for a lean and efficient permanent secretariat. The following were considered in the final design of the coordination project:

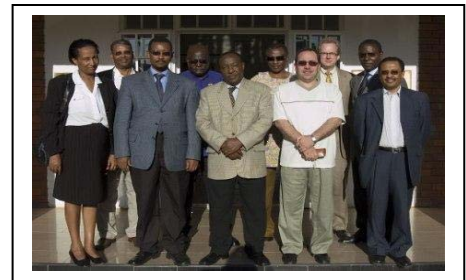
- i. Importance of riparian ownership, thus decentralized project management, emphasis on capacity building and preference for hiring staff and consultants from NB countries.
- ii. Effective delivery and need for flexibility resulted into the establishment of a multi-donor trust fund (NBTF) with untied aid, competitive hiring of full-time staff and use of PSA to support NBI in project delivery.
- iii. Need for high fiduciary management and quality control necessitated strengthened basin-wide coordination, monitoring and evaluation, and support for financial management, procurement and initial World Bank administration of the NBTF.

Key Milestones

- October 2002:** SVP Coordination Project initiation through a bridging fund until the project implementation plan was prepared and Grant Agreement was finalised and signed.
- April 22, 2003:** Project Grant Agreement was signed between NBI and the World Bank
- October 16, 2003:** SVP-C Project became fully operational.
- December, 11th - 15th 2006:** SVP-C Project Mid-Term Review

1.6 Report Background

The SVP Coordination oversees the effective implementation of the seven projects ensuring the overall coordination of the SVP and SAPs. It ensures that synergies are captured among the projects and that projects operate within the NBI framework. It is responsible for developing generic procedures to ensure quality control and fiduciary responsibility, conducting monitoring and evaluation at the program level, and facilitating information sharing within the NBI as well as with the public.



This Midterm Report covers implementation of the project mainly during the period October 2003 to December, 2006 consolidating the 2 previous annual reports prepared for the project together with the annual report for 2006, which is the first results based report. It also highlights to some extent the achievements made in 2002/2003 before the project became officially effective.

The report was developed collectively by the technical staff of the Nile-SEC led by the Senior Program Officer / SVP Coordinator. Although there was no result based logframe for SVP both at program and project levels and the work plan and reporting to date were not Results Based, this report is developed following the Results Based Reporting format by aggregating together the achievements under the outputs and outcomes of the new SVP / NBI Programmes Coordination log frame developed in October, 2006. There are therefore inevitable deficiencies in this report, which will be resolved when the 2007 results based work plan is developed.

Section one of the report provides a brief background to the NBI as a whole and the SVP programme and SVP programme coordination project specifically. Section two outlines the context in which the SVP programme coordination project operates. Section three narrates actual achievements realised, which are leading to the realisation of the SVP Coordination Project (impact, outcomes and outputs). The results are reported according to the achievements during the calendar year 2006 and the cumulative achievements from 2003 to date. Section four mentions some issues and challenges in overall project management. Section five gives an explanation on expenditures to date. Section six mentions key challenges and constraints faced during project implementation. Lessons and recommendations are mentioned in section seven. Appendices, which contain extra details of the issues reported in the main body of the report, are included in section 8.

2 Project Context

Unlike other SVP projects, in which each PMU is operating within the entire NBI countries, located in one of the NBI countries, with representation through a national coordinator or the equivalent in each of the NBI countries, the coordination project works directly through the PMUs, and thus operates more at regional level.

According to the initial design, the responsibilities of the project were focused on SVP projects' coordination, development of M&E system for the SVP, establishing and maintaining knowledge management and information system and Strengthening the NBI to manage basin wide programs. As projects moved from planning to full implementation and SAPs advanced in implementation of projects, the need for broadening and promotion of the SVP coordination function to the overall NBI programs and projects coordination was realised for effective implementation of the programs and to build one NBI. To this effect, SVP projects biannual meetings are promoted to SVP projects and SAPs coordination meetings, development of SVP M&E system advanced to result based M&E system at NBI corporate level, and the need for further strengthening the NBI Secretariat has become apparent.

2.1 External Context

NBI Sec. is now in an advanced transition stage from a temporary initiative to a permanent institution responsible for the development of the Nile Basin. Negotiations between the 9 basin countries on the full text of the Permanent Cooperation Agreement for the Nile River basin Cooperative Framework (NRBCF) have been lengthy, and are still on-going.

A critical element in achieving the objectives of the Shared Vision Program is ensuring both a strong ownership of the Shared Vision Program by the riparian states and effective program execution.

A permanent peace agreement signed between the Southern Sudan and the Sudan Government in Khartoum have created some stability and prospects for intensified activity in the entire Sudan, and in Northern Uganda. The Government of Uganda is currently negotiating a peace settlement with the Lords Resistance Army, a guerrilla movement that has been operation in Northern Uganda, spilling over to Southern Sudan and parts of North Eastern Congo for the last 16 years. Temporal stability exists in Northern Uganda, although the local population is still living in Internally Displaced peoples camps (IDPs). The Democratic Republic of Congo (DRC) has successfully held its first democratic multi-party elections, and there are hopes for proper governance and therefore bringing in the Eastern part of the country to benefit from NBI. With these developments, SVP coordination and NBI activities in general are able to reach the previously inaccessible areas, thus participating fully in all Nile basin activities and benefits.

2.2 Internal Context

As in the other SVP projects, UNOPS provided support to the NBI in the execution of the SVP Coordination project, mainly through the provision of project services, particularly related to financial management, procurement of Goods and services, and building the NBI's capacity to oversee basin-wide projects. UNOPS support did not extend to contracting of staff hired under this project. Instead, the NBI employs project staff directly, and the project has strengthened NBI Secretariat by hiring staff. As of July 2006, NBI Secretariat has taken over the full responsibility of managing and execution of the SVP project. As of July 2006, NBI Secretariat had taken over the full responsibility of managing

and execution of the SVP project. The Project Services Agreement (PSA) signed with UNOPS has been revised and a new agreement is being finalised.

The project has strengthened NBI Secretariat by hiring staff. There was a concern among stakeholders that the project will have its own entity separated from the other core staff. However, as a result of the strong leadership and collaborative spirit maintained at the Secretariat, those who are hired by the project fund and those hired by NBI core funds operate as an integrated team.

The Nile-TAC composed of two senior level water officials from each NBI country continued to serve as the SVP Coordination Project Steering Committee, providing 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. TAC representation from some NB countries keeps changing on annual basis. This leads to inadequate continuity, and calls for continuous awareness and capacity building.

The SVP – CP activities continue to be supported by the **Nile Basin Trust Fund (NBTF)** and the GTZ funding. A percentage (3%) of each of the other seven projects budgets is committed to supporting SVP / NBI CP. Bridging funding of US \$ 1.4 million has been made available to run the NBI Coordination until end of June, 2007 when the new MSA and recommendations of the Mid-Term Review will be expected to come into force.

A mid-term review of the SVP Coordination Project will be conducted during December, 2006. The review is aimed at re-focussing project activities in order to ensure that the goal of strengthening NBI secretariat is fully met. This will also ensure that all SVP projects and SAPs are well coordinated with each other. To this effect, preparation of a proposal for strengthening the NBI Institutions under one NBI is nearing completion, in anticipation of a successful conclusion of the discussions on a permanent Nile Institution.

2.3 Effects on Project Implementation

The budget for NBI Coordination as well as work load is expected to increase substantially to ensure that one-NBI is strengthened, financial management and procurement are transferred to the strengthened NBI and the Results Based System / M&E System is effectively adopted. The structure and staffing of the SVP CP will need to be further strengthened to fully achieve the objective of strengthening the NBI Sec.

3 Results Achieved

The results achieved have been summarised by the key outcomes (Medium –Term and Short – Term) for the SVP – C Project as determined in the Logframe developed in October, 2006. Section 3.1 provides a summary of results achieved during the calendar year 2006. Section 3.2 gives cumulative results from 2003 to 2006. Detailed results by output are presented in Table: 3.2.

3.1 Actual results achieved in the year 2006.

3.1.1 Medium term outcome 1

Enhanced synergistic implementation of NBI programmes and projects basin-wide within 5 years:

The focus during the reporting year was on accelerating delivery of NBI projects. The project stepped up its efforts of engaging the projects and the SAPs in effective coordination and synergetic approaches in implementation of their activities. The focus therefore moved beyond start up of projects to integration and maintaining one NBI.

As part of the staff capacity strengthening, additional staff, (M&E specialist and librarian) were recruited through the SVP Coordination project to meet the needs of the Nile-SEC in the execution of its mandate.

An SVP – SAP coordination forum was initiated and this has established transparent relationship not only between the SVP and SAP management, but also created a one-to-one discussion on common issues between the Lead Specialists of the SVP projects and coordinators of SAP projects. The following are some of the joint undertakings between two or more projects resulting from the SVP/SAP coordination forum:

- Quarterly national meetings coordinated by CBSI national coordinators to facilitate effective interaction among the various ministers and institutions involved in the NBI and in-country coordination of NBI activities;
- A forum that brings together the NTEAP Environmental Education (EE) & A Journalist network and the CBSI media network;
- The joint assessments of National capacities to undertake NBI national activities through the national NBI offices;
- Promotion of coordinated approach to capacity building;
- The first Nile Basin Development forum was successfully conducted in November 2006 in Addis Ababa, Ethiopia as a joint effort of all SVP projects and SAPs together with the Government of Ethiopia.
- Development of the NBI – RBS has been a joint effort by all SVP projects and SAPs, coordinated by SVP-C with support of consultants.
- Preparation of annual reports, newsletters, calendars, schedules, and website management are all undertaken jointly.

Specific achievements under Short-Term Outcome 1.1

NBI Programs and Projects effectively coordinated within 3 years, as measured by:

The extent to which NBI principles, mechanisms, systems are being applied by projects (common guidelines, compliance with NBI calendar etc.)

The following were the last two out of 8 SVP projects, which were officially launched in 2006; SDBS, EWUAP. All 8 SVP Projects and 2 SAPs have been fully operational by 2006, and SVP Coordination Project has organised 3 SVP/SAP coordination meetings in 2006. These consultative meetings have paved the way for the NBI programs and projects to work together in the spirit of one NBI to achieve the common NBI Shared Vision. They have contributed in creating linkages and continuous collaborative interaction through the following among other activities;

- Based on the annual plans review made end of 2005, linkage matrices have been developed and continually updated to identify specific activities (one to one linkages) that meet the immediate needs of SAPs and some examples are being implemented.

- The criteria for coordination/collaboration and inclusion within the NBI's SVP umbrella have been adopted by all SVP projects. The common criteria have assisted projects to avoid being unnecessarily diverted from their main tasks and objectives.
- Two joint Results Based Planning and Reporting Sessions were held in 2006, and these led to the development of one NBI corporate level Results Chain and Logframe, and Programme and Project specific Logframes and PMFs for SAPs and Projects feeding into the NBI PMF.

3.1.2 Medium Term Outcome 2

Enhanced delivery of project services within 5 years:

Out of the 8 SVP Projects, 6 are achieving above average targets, while the following two SDBS and EWUAP are still building up their implementation capacities and modes of operation.

3 Short-Term Outcome 2.1

Strengthened NBI institutional capacity for project and programme management (FMS, Procurement, RBS, IMS, HR) within 3 years, as indicated by;

1. Level of compliance to financial management and procurement Procedures
2. Response to mail and other issues
3. Number of feedbacks received/learning points distilled from RBS; and the extent to which they are used to inform decision-making and adjustment of plans for achievement of results

The Results Based System has been adapted in NBI, with the development of draft NBI level Results Chain and Logframe completed, and the progress report for 2006 and plans and budgets for 2007 developed based on these results.

A proposal for long-term institutional strengthening of the NBI Sec. has been developed to further strengthen the capacity to implement one NBI financial, procurement and human resource management system based on the RBS. This is in addition to exchanging plans, reports and information on events.

3.1.3 Medium Term Outcome 3:

Improved understanding and articulation of NB issues among the key stakeholders within 5 years:

▪ Short-Term Outcome 3.1

Expanded access to enhanced Knowledge and Information Systems in NB countries within 3 years, as indicated by:

- Number / % of key stakeholders in NB countries whose knowledge of NBI issues is up-to-date.
- The level of information exchange among key stakeholders.

SVP CP has ensured effective knowledge management and information sharing among NBI programs, with public, private sector, stakeholders, and development partners and has enhanced NBI and stakeholders abilities to communicate with one another by;

- Establishing a team of NBI IT officers and Knowledge Management Specialists who are working together at Basin / Regional level.
- Developing a knowledge management policy and guidelines to serve as a general framework for use by all NBI programs.

To increase outreach, upgrading the NBI Resource Center and the website is speedily progressing. Standard guidelines were prepared, NBI website was revamped, on-line library developed, document management system procurement initiated and the NBI Portal is operational.

3.2 Cumulative Results

3.2.1 Mid-Term Outcome 1

Enhanced synergistic implementation of NBI programmes and projects basin-wide within 5 years:

The SVP-C project has supported the operationalization of all the other seven projects. It has facilitated the implementation of a number of activities required for the effectiveness and start-up of the other SVP projects. These include preparation of project implementation plans and manuals, pre-appraisal and appraisal of projects, establishment of the Project Management Units (PMUs), recruitment of core staff, establishment Steering Committees, review and conclusion of Management Service Agreements with United Nations Office for Project Services (UNOPS), participation in negotiations of grant agreements. As the projects transited from planning to implementation rolling one after the other, the SVP Coordination project started focusing on carrying out the programmatic supervisory role.

Criteria for coordination/collaboration and inclusion within the NBI's SVP umbrella was finalized and endorsed by the Nile-COM/TAC

NBI/SVP generic implementation arrangements and organizational structure were developed. All 8 SVP Projects and 2 SAPs have been fully operational by 2006, and staff have been recruited and Offices renovated, equipped and furnished. Project Implementation Manuals (PIMs) were prepared for 6 projects. To date, the SVP Coordination Project has initiated and organised 10 SVP/SAP coordination meetings

All staff at the Nile-SEC are completely integrated into the NBI Secretariat structure, and it is ensured that all staff, both those funded through the Secretariat's core budget as well as through the project, are integrated into one team.

3.2.2 Medium Term Outcome 2

Enhanced delivery of project services within 5 years:

As the projects transited from planning to implementation rolling one after the other, the SVP Coordination project started focusing on carrying out the programmatic supervisory role. Out of the 8 SVP Projects, 6 are achieving above average targets, while the following two; SDBS and EWUAP are still building up their implementation capacities and modes of operation.

- Financial management and procurement operating manuals prepared and formats for financial monitoring reports have been prepared regularly, the computerized FMS/accounting system at Nile-SEC Improved and the SVP Coordination Project finance, accounting and administrative functions have been efficiently managed.
- Procurement tracking system at the Nile-SEC was established, the SVP Coordination Project procurement functions have been effectively managed, and Quarterly and Annual procurement reports prepared with the financial report
- Training needs assessment in administrative, financial management and local procurement were conducted at the Nile-SEC, and training conducted on procurement for PMUs and SAP staff, as well as national NBI Offices staff.
- Training on financial management (operation of FASS software) and on procurement delivered to SVP staff, and on-the-job training has also been conducted on administrative, financial management and local procurement at the Nile-SEC.
- Developed, maintained and disseminated FM related information/databases relevant to all PMUs
- Monitored and provided FM advise to PMUs
- Monitored disbursements (Periodic FPOs meeting, back to back with the SVP programs meeting as necessary)
- Prepared quarterly FMR including financial statements for SVP coordination project and follow up and coordinate the preparation for the other SVP projects.
- Prepared annual financial report

3.2.3 Medium Term Outcome 3:

Improved understanding and articulation of NB issues among the key stakeholders within 5 years:

Main achievements to date under Knowledge Management and Information Sharing, which includes three major sub-components, develop and establish SVP information management guidelines, enhance and operate NBI website and establish and maintain NBI resource centre, are the following.

- The Nile-SEC system administration was been assessed and hardware and software needs for information management needs identified, procured and installed.
- Knowledge management policy and guidelines was prepared.
- Website needs assessment & comparison with other reference sites was carried out and upgrading of the website to meet the identified needs of the NBI activities and stakeholders done. A one mail domain for NBI as part of the SVP communication network to link the Nile-SEC, PMUs, SAPs and National NBI offices by mail/messaging is established.
- Guidelines for: (i) information gathering, recording, archiving, and sharing NBI knowledge, (ii) designing, implementing and maintaining the NBI website and (iii) NBI system administration, hardware and software with standards for hardware and software were developed.
- Common NBI letterheads, business cards, vehicle sticker are developed in order to improve NBI identity and visibility.

Table 3.2: Details of Cumulative Achievements by outcome and output.

Level	Results	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
Medium-Term Outcome 1	<ul style="list-style-type: none"> Enhanced synergistic implementation of NBI programmes and projects basin-wide within 5 years 	<ul style="list-style-type: none"> Number of collaborative undertakings between and within projects and programs Degree of variance in the performance rating of projects by supervision and evaluation missions 	<p>75% of all undertakings to be collaborative</p> <p>10%</p>	<p>35% (refer to linkage matrix attached)</p> <p>High</p>	<p>Start up activities meant that projects became preoccupied with different priorities</p> <p>The different starting dates of the projects cause difficulty in comparison</p>
Short-term Outcome 1.1	<ul style="list-style-type: none"> NBI Programs and Projects effectively coordinated within 3 years. 	<ul style="list-style-type: none"> Extent to which NBI principles, mechanisms, systems are being applied by projects (common guidelines, compliance with NBI calendar etc.) 	<ul style="list-style-type: none"> All projects complying to 90% of the common frameworks by Yr 2 and 100% by Yr 3. 	<ul style="list-style-type: none"> Approx. 90% 	<p>Willingness of projects to adapt common frameworks almost 100%. Capacity to apply is being developed.</p>
Output 1.1.1	NBI Projects are operationalised	<ul style="list-style-type: none"> Number of project management structures (PMUs, PSCs etc.) for SVP projects and SAPs established and functional 	<ul style="list-style-type: none"> All 8 SVP projects operational with functional staffed PMUs, PSCs, Projects documents, offices 	<ul style="list-style-type: none"> All 8 SVP projects are operational 	<p>Rate of implementation need to be accelerated</p>
Output 1.1.2	Mechanisms for coordination and integration of SVP projects and SAPs developed and implemented.	<ul style="list-style-type: none"> Number of guidelines for integration developed Number of activities implemented jointly Number of major decisions made and implemented by NBI 	<p>Yr 3: 4 Linkages matrix</p> <p>Yr 3: 15 Joint activities implemented;</p>	<p>One Info policy</p> <p>One linkage matrix</p> <p>Joint achievements in awareness raising, NELSAP Agriculture project preparation, assessment of national capacities to conduct NBI activities; Promotion of a coordinated approach to capacity building, preparation for the Nile Development Forum, preparation of the NBI RBS, development of criteria for inclusion/collaboration; Coordinated team of IT specialists supporting NBI Offices</p>	<p>Common systems being developed are to be adopted by all programmes and projects.</p>
Medium-Term Outcome 2	Enhanced delivery of project services within 5 years	<ul style="list-style-type: none"> Annual and cumulative achievements as a % of targets by project / programme Number of projects / programmes meeting their targets in time. 	<p>Yr 3: 75%</p> <p>Yr 4 & 5: 100%</p> <p>Yr 2: 50%</p> <p>Yr 3: 80%</p> <p>Yr 5: 100%</p>	<p>CBSI, NTEAP, RPT, ATP, WRPM and SVP-CP are now delivering services</p>	<p>Several challenges including delays in start up, developing operational systems, disbursements, etc</p>
Short-term	Strengthened	<ul style="list-style-type: none"> Level of compliance to 	<ul style="list-style-type: none"> All projects 	<ul style="list-style-type: none"> 7 projects using UNOPS 	<p>Common systems still</p>

Level	Results	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
Outcome 2.1	NBI institutional capacity for project and programme management (FMS, Procurement, RBS, IMS, HR) within 3 years.	financial management and procurement Procedures <ul style="list-style-type: none"> ▪ response to mail and other issues ▪ Number of feedbacks received/learning points distilled from RBS; and the extent to which they are used to inform decision-making and adjustment of plans for achievement of results 	complying to 90% of the procedures by Yr 2 and 100% by Yr 3. <ul style="list-style-type: none"> ▪ Highly efficient ▪ High 	100% (FM and Procurement systems. SVP CP adhering to the World Bank guidelines) <ul style="list-style-type: none"> ▪ Moderately efficient ▪ medium 	under development <p>There is an increasing trend of efficiency in response to issues</p> <p>Development and application of RBS has been a learning experience and its application is being institutionalised.</p>
Output 2.1.1	Financial management System (FMS) Strengthened	<ul style="list-style-type: none"> ▪ Time taken to produce acceptable financial reports ▪ An upgraded FMS put in place ▪ Number of audit queries 	Relatively instant System in place by Yr 3 (Fully automated) <p>Reduced by 75% by Yr 3</p>	Quarterly: 45 days from end of quarter <p>March 2007</p> <p>Not Audited yet</p>	Competing demands for staff time. This is being addressed as staff development progresses. <p>Current system inadequate and not fully integrated</p> <p>Chart of accounts under development</p>
Output 2.1.2	Procurement Management Strengthened	<ul style="list-style-type: none"> ▪ Duration of procurement cycle ▪ Number of audit queries on procurement 	1 Week for local shopping <p>1 – 2 month for International procurement</p> <p>Reduced by 75% by Yr 3</p>	3 weeks for local <p>3 months for international</p>	Competing demands for staff time <p>Lengthy time to obtain POs from UNOPS</p>
Output 2.1.3	Training Program in Project Management, including financial and procurement for NBI and SVP Project staff as well as other key stakeholders designed and implemented	<ul style="list-style-type: none"> • Number of staff trained by category and type of course by sex • Level of knowledge and skills acquired 	75% of planned target by Yr 3 <p>High</p>	Female = 1 Male = 3 <p>Moderate</p>	There is need for training in project management
Output 2.1.4	NBI M&E System established and operationalised	<ul style="list-style-type: none"> • RBS endorsed by NBI stakeholders • Number of NBI projects planning and reporting based on the Results Based System on a timely basis • Level of compliance of NBI plans and reports to RBS. 	System endorsed by Yr 3 <p>8 SVP Projects, 2SAPs</p> <p>100% by year 3</p>	0 <p>8 SVP Projects 2SAPs</p> <p>60%</p>	Still in process. Delayed as the scope was widened to cover entire NBI <p>Consultations and involvement of all key stakeholders takes time.</p> <p>Users getting accustomed to new approach</p>
Output 2.1.5	NBI M&E System maintained.	<ul style="list-style-type: none"> • Number of plans and reports based on RBS produced per year • Number of RBS tools in use 	Monthly 12 / project / year Quarterly 4 / project / year Semi Annual 2 / project / year Annual 10 @ year	Annual 1 per project expected at end of 2006	Process just started

Level	Results	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
Medium-Term Outcome 3	Improved understanding and articulation of NB issues among the key stakeholders within 5 years	<ul style="list-style-type: none"> The extent to which NBI issues are reflected in national plans and budgets of NB countries 	High in Yr 3: 7 countries Yr 5: All countries	Medium	Awareness still needed and ongoing in the countries
Short-term Outcome 3.1	Expanded access to enhanced knowledge and Information systems in NB countries within 3 years.	<ul style="list-style-type: none"> Number/% of key stakeholders in NB countries whose knowledge of NBI issues is up-to-date. The level of information exchange among key stakeholders 	75% High	45% Low	<p>Awareness should go beyond the water Ministries</p> <p>The awareness campaign is to be improved and accelerated.</p> <p>No existing protocol for exchange of information</p>
Output 3.1.1	NBI Internal Management Information Systems developed and strengthened	<ul style="list-style-type: none"> No. of tools developed and in use (Knowledge management guidelines, IT tools, information strategies). Number of materials translated into French. Time taken to respond to management inquiries/issues. 	6 in use by Yr 3 50% of key documents translated by year 3 Instant	5 (Information standards & guidelines, Website, Portal, Mail system, Cyber & virtual Library) Low 1 – 5 days	<p>Document Management System under development</p> <p>CBSI Project developing TORs for French translation</p> <p>Competing demands on staff time</p>
Output 3.1.2	NBI Website enhanced and operated	<ul style="list-style-type: none"> Number and nature of clients' feed back on the website. Number and Frequency of visits to website. 	High, with 100% positive High	75% Positive 40,000/Month hits on average with about 1800 unique / first time visitors	Content should meet stakeholder interests
Output 3.1.3	NBI Documentation and Information Library established and maintained	<ul style="list-style-type: none"> Number of library users Types and number of references materials accessible in the library. 	Yr 1: 10 per day Yr 2: 30 per day Yr 3: 50 per day At least 5,000 – 10,000 copies each of 7 main categories	5 - 8 per day 2000 – 2,500 copies of the following: <ul style="list-style-type: none"> Magazines/periodicals Scientific journals Reports and project documents proceedings Specific study reports Academic reference books Audio/Visual materials 	<p>Official launch of NBRC to create awareness</p> <p>Development of collection still in process</p>

Level	Results	Performance Indicators	Overall Planned Achievements	Actual Achievements to date	Assessment of Performance
Output 3.1.4	NBI Virtual Library established and maintained	<ul style="list-style-type: none"> ▪ Number of virtual & Cyber library users ▪ Number of references accessible in the virtual library 	4000 (cumulative) 50 full text Databases	1000 (cumulative) 25 full text Databases	Awareness still being raised Need for user training on Library systems

3.3 Unintended Results

A number of other organisations / institutions / initiatives have expressed interest to work with NBI.

The Results Based System / M & E System was initially planned for the SVP only, but this has now been expanded for use in the whole NBI, including the SAPs.

The role of ICT has expanded to include the general coordination and execution of NBI programs and involvement of key stakeholders

3.4 Sustainability of results.

The overarching aim of SVP Coordination is to build capacity in the NBI secretariat and SVP projects to successfully implement NBI activities. The systems and procedures put in place and the human capacity developed is in itself aimed at ensuring that NBI will have its own capacity to manage NBI activities.

Adoption of common management and implementation guidelines (FMS, RBS, IMS, HRD, etc), which are specific to the needs of NBI rather than for instance UNOPS is increasing the likelihood of sustainability of institutional mechanisms put in place at NBI through the SVP CP.

4 Project Management

4.1 SVP Execution

The NBI, through its Executive Arm the NBI Secretariat, is the Executing Agency for the GEF/World Bank and Nile Basin Trust Fund (NBTF) financed components of the SVP projects. The NBI signed a grant agreement with the World Bank (on behalf of the Nile Basin Trust Fund) for the execution of the Shared Vision Program. An individual grant agreement is signed for each project as it is ready for implementation.

In order to facilitate smooth operations of each of the eight SVP projects, strengthen the capacity of the NBI to manage donor-funded regional programs and due to lack of legal capacity of NBI in all the NBI member states, the NBI hired a Project Services Agency (PSA). The purpose of the PSA is to support the NBI in the execution of SVP projects through the provision of project services, particularly related to financial management, procurement of goods and services, and building the NBI's capacity to oversee basin-wide projects. Following an extensive evaluation of options and in consultation with the World Bank, the Nile Council of Ministers selected the United Nations Office for Project Services (UNOPS) as the project services agency.

4.2 SVP Implementation Arrangement

The SVP implementation arrangement has been designed to ensure maximum efficiency, effectiveness and sustainability. It provides the appropriate mechanisms to ensure Riparian ownership, full stakeholders involvement, high standards of fiduciary management, flexibility and quality control. SVP is focused on building a strong foundation for Program Implementation, Coordination and Integration.

Project Management Units (PMUs) have been established by the NBI for each of the seven SVP projects. In keeping with the decentralized approach for the Shared Vision Program, the PMUs are located in six of the NBI countries. Each PMU operates at the basin level and is responsible for managing and implementing the respective SVP project in all countries participating in that project. In addition, the PMU provides the necessary support to the national activities of the other regional SVP projects in the country of its location.

As the NBI's agent, UNOPS hires staff for all the projects and supports the projects in the general administration, implementation, financial management, procurement, monitoring and evaluation.

Each PMU is governed by a Project Steering Committee established by NBI, which will provide 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.

In order to meet the multi-country and multi-sectoral objectives of the NBI's SVP, the Regional Project Manager of each of the projects has three lines of reporting;

- The Project Steering Committee on sectoral and thematic activities of the project related to achievement of the project's objectives.
- NBI, through the SVP Coordination project of the NBI Secretariat, for the coordination and integration of the project within the SVP and overall NBI framework.
- The Project Services Agency (PSA), supporting the NBI in project implementation, for the general management of the PMU, particularly as related to general administration, financial

management, procurement, monitoring and evaluation, and reporting, in accordance with the terms of his/her contract with the PSA.

To accelerate SVP projects and progressively take over full authority of execution of projects by the NBI in a sustained manner, the following activities were initiated and are on-going.

- Restructuring the operation of UNOPS
- Developing a strategy and benchmark for transferring the responsibilities of UNOPS to Nile-SEC
- Strengthening the capacity of the Nile-SEC in key functions of administration, financial management, procurement, knowledge management and RBS / M&E. To this effect, an M&E specialist and a librarian were recruited.

5 Project Expenditures

5.1 Funding mechanisms:

At the Nile Council of Ministers' request, the World Bank established a multi-donor trust fund, the Nile Basin Trust Fund (NBTF), as the preferred mechanism for funding SVP projects although alternative funding mechanisms may also be used. The Bank is serving initially as the administrator of the trust fund. This would allow funds to be transferred according to established disbursement and procurement procedures. It is intended that as program implementation progresses and NBI is independently capable to administer the fund, the NBTF will be transferred to an NBI institution following consultation among the donor partners, the Nile riparian States, and the World Bank.

NBTF Committee: NBTF Committee is established for overseeing the operation of the Nile Basin Trust Fund and the use of its resources to meet the objectives of the NBI programs. The NBTF Committee fosters both close partnership between the Nile Basin Countries, Development Partners and the World Bank, and at the same time, strong ownership of the NBI by the Nile countries. To achieve this, the NBTF Committee is both consultative and advisory. The NBTF Committee is co-chaired by the Nile Council of Ministers (or its representative) and the World Bank, and has developed its own procedures. The NBTF may be convened at the request of the World Bank; however, it is agreed that the Committee formally meets annually. An informal donor consultative meeting will be also held annually.

5.2 Comparison of financial performance to results achievement

The total planned and approved budget for 2006 was US \$1.258million. The disbursement for the first half was therefore expected to be approximately US \$629,264. In the 1st half of 2006 the total amount of disbursement was US \$ 427,235 which is 67.8 % of the planned amount for the first half of 2006.

5.3 Explanation of variances

The main reasons for low disbursement in the 1st half of 2005 are the following.

- For some of the activities which have been carried out either payment are not finalized or not yet inserted in the financial system of UNOPS hence not included in the FMR.
- Generally, the delay on the start-up of the SVP projects has impact on the overall disbursement of the SVP Coordination budget

6 Challenges, Constraints and Mitigation Strategies

The SVP institutional setup is focused on the development of a robust and participatory approach designed to scale-up and widen the circle of participants that are directly and indirectly involved in the Shared Vision Program at all levels.

As the SVP moves into the implementation phase, the tasks facing us are complex and multifaceted. Effective implementation of the SVP presents a challenge as all activities seek to promote cooperation among all the NBI countries will be inherently complex. Some of the challenges are stated below.

Output Level

- Delays in getting feedback from countries, PMUs and SAPs caused delays on several activities of the project. This is being mitigated by development and implementation of a concrete mechanism for coordination and linkages among NBI programs, and increasing reliance in IT systems for virtual discussions, as well as training key staff in more enhanced use of IT.
- At the regional level, the creation of strong Project Management Units and continued attention to strengthening the regional coordination capabilities of the NBI was demanding and critical to the success of the program and individual projects.
- As all projects move to full implementation, SVP will have about 166 regional and local professional staff and will be more than double with the support staff. Activities both at national and regional level are substantial and considerable number of national and international consultants are involved. This poses administrative, procurement and financial management challenges.
- A lot of time was spent on resolving the UNOPS operational problems and contractual arrangement issues. In addition, closing of the UNOPS unit at the Nile-SEC affected project progress due to transitional issues to the new arrangements that were put in place. Relocation of UNOPS headquarters and other management changes continued causing delays in disbursement of funds
- Most of the activities have tight deadlines for their accomplishments.

Outcome Level

- The UNOPS Financial Management system is not accessible by Nile-SEC and the PMUs. Reporting is not transparent in providing Nile-SEC and PMUs clear information on commitments and expenditures hence difficult to follow, interpret and report to NBI stakeholders. To overcome this, UNOPS procurement and FM system will not be eventually adopted by NBI.
- Consultations in the design of the M&E / Results based system have been lengthy. Overcome through regular correspondence and increased reliance on NB based consultants to support and speed up the process.
- At the national level, the projects deal with a variety of institutions and sectoral ministries. Each project has a national coordinator or the equivalent who is responsible for supervising and coordinating the implementation of project activities at the country level. Close attention must be paid to ensuring that SVP activities at national level are coordinated. Strong and efficient national NBI offices are expected to achieve this.

- The main purpose of the SVP is to lay the foundation for transboundary investments that will bring tangible benefits to the peoples of the region. To ensure this the linkage between the SVP projects and the SAPs needs to be clear, understood by all stakeholders, and its implementation facilitated.
- Building trust, confidence and mutual understanding between riparian states continues to be a major preoccupation and challenge, considering that the region has been the victim of many wars, hostilities and rivalries. All the stakeholders – governments, private sector, civil society and general public need to be engaged and involved at all levels through consistent dialogue and systematic information sharing.
- 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 utilised optimally. Therefore, attention is given to working with others engaged in similar activities to avoid overlapping of efforts and to close gaps.

Impact Level

- Current FM system installed at the Nile-SEC is not able to fulfil the financial management of the broader activities and responsibilities of the Nile-SEC, i.e. taking over the responsibilities of UNOPS and managing the SVP independently. Therefore, a new chart of accounts has been developed for use throughout NBI. This is now being finalised as a basis for the NBI Financial Management System. The ToRs for the new FMS have been prepared together with the budget.
- Continuity of the commitments and collaborative efforts made by the NBI countries during the preparation of the SVP is essential for efficient implementation of the projects. It is very important that countries hosting PMUs, give due attention in facilitating the efficient set-up and smooth functioning of the PMUs.

7 Lessons Learned and Recommendations

7.1 Lessons learned.

- The complex nature of the SVP entailed a phased approach to the start up of the projects. The UNOPS's operations support at multiple geographic and organization levels was also required. However, the centralized approach of UNOPS operation didn't allow for effective implementation and has resulted in costly management expenses.
- Despite of the considerable achievements made so far by the SVP projects, information and reports generated at both project and program level were not satisfactory in focusing on outcomes/results. This was mainly because there was no M&E system put in place that links all levels (projects, programs and NBI level) with well defined results pyramid which encompasses impact, outcomes with indicators to measure progress.
- Although there was a delayed start in the development of the M&E system, waiting for at least 5 of the projects to be on board to ensure involvement of the project staff in the process. The development of the RBS / M&E system is advanced, and is expected to be complete by June/ July 2007. After consultation with development partners and NBI stakeholders, a strategic shift was made from SVP program M&E to the overall NBI M&E system development in order to capture the results at the NBI corporate level.

7.2 Recommendations

- Experience so far has underscored the urgent need to strengthen the capacity of Nile-SEC to independently manage the SVP.
- Strategy and benchmark for strengthening the capacity of Nile-SEC and transfer of UNOPS responsibilities to Nile-SEC should be developed and implemented.
- NBI should be granted legal status, privileges and immunities in the territory of each of the Nile Basin states to enable the Nile-SEC to take over the full responsibilities of projects execution.
- The inadequacies of the UNOPS Financial Management System call for an immediate action to strengthen the Nile-SEC in basin wide projects management and specifically in procurement, administration and financial management.
- Full adoption by all stakeholders and partners of the one NBI Results based System.

8 Way forward;

Though the SVP coordination project at its design time was envisaged to work only with the SVP Projects, its scope in implementation has practically always included the SAPs. The need for maintaining one NBI and reinforcing the complementary roles the two programs have on each other needs to be emphasized in the next phase of the Coordinating Project. The next phase should take into consideration the capacity needs to cope with the increasing demands of Nile-SEC support to the PMUs, SAPs Regional coordinating offices and the national NBI Offices.

As the projects advance in implementation and their impacts emerge, there is need to sustain the achievements, build on them to the next level of interventions and innovatively move to other areas of strategic relevance to the basin.

Some of the core activities envisaged in the second phase include the following:

- A) Continuation of institutional capacity building of the Nile Secretariat with increased emphasis on staff development and systems enhancement
- B) Strengthening oversight and coordination of the NBI programmes and projects through enhanced use of common planning, management and reporting systems and the associated guidelines and formats, as well as following a common chain of communication.
- C) Enhancing coordination and synergistic implementation of SVP and SAPs projects
- D) Promote adoption and application of good transboundary practices that have resulted from implementation of SVP projects in national plans.
- E) Enhancing Monitoring and Evaluation of all programmes and project activities based on one NBI Results based System.
- F) Expand the use of NBI knowledge management systems through use of tools developed.

- G) Completion and implementation of the integrated NBI Financial Management System.
- H) Strengthen the coordination role of national NBI offices
- I) Develop and maintain a regional database of suppliers for goods and services

9 Appendices

9.1 Cumulative Project Expenditure

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

Project Component/Sub-component/Activities		Disbur. Mode/ Admin.	Phase 1 Total Project Cost	Cumulative expenditure up to end of 2004	Budget 2005	Actual 2005	Budget 2006	Actual Jan-Sept'06	Cumulative Expenditure 2004-2006	Remaining Balance from total project cost
Component 1	<u>Program Coordination</u>									
1.1	<u>Strengthen the NBI Secretariat</u>									
	Sub-Component 1.1 Total	Nile-SEC	1,330,000.00	261,239.00	333,600.00	360,648.00	586,722.00	415,021.00	1,036,908.00	293,092.00
1.2	<u>Operationalize SVP Projects</u>	UNOPS	358,973	212,483.65	154,600.00	312,468.00	49,000.00	44,397.00	569,348.65	(210,375.65)
1.3	<u>Coordinate and Integrate SVP Projects</u>	UNOPS	388,027	34,203.13	79,000.00	68,887.00	55,380.00	16,837.00	119,927.13	268,099.87
	Sub-Component 1.1 Total	Nile-SEC	1,330,000.00	261,239.00	333,600.00	360,648.00	586,722.00	415,021.00	1,036,908.00	293,092.00
	Sub-Component 1.2 Total	UNOPS	358,973.00	212,483.65	154,600.00	312,468.00	49,000.00	44,397.00	569,348.65	(210,375.65)
	Component 1.3 Total	UNOPS	388,027.00	34,203.13	79,000.00	68,887.00	55,380.00	16,837.00	119,927.13	268,099.87
		Total	2,077,000.00	507,925.78	567,200.00	742,003.00	691,102.00	476,255.00	1,726,183.78	350,816.22
Component 2	<u>Financial Management and Procurement</u>									
2.1	<u>Financial Management & Procurement</u>	UNOPS	61,160.00	6,213.00	40,200.00	37,058.00	26,800.00	1,900.00	45,171.00	
2.2	<u>Auditing</u>	UNOPS	34,302.00	-	9,000.00	9,216.00	10,000.00		9,216.00	
	Sub-Component 2.1 Total	UNOPS	61,160.00	6,213.00	40,200.00	37,058.00	26,800.00	1,900.00	45,171.00	15,989.00
	Sub-Component 2.2 Total	UNOPS	34,302.00	-	9,000.00	9,216.00	10,000.00	-	9,216.00	25,086.00
	Component 2 Total	UNOPS	95,462.00	6,213.00	49,200.00	46,274.00	36,800.00	1,900.00	54,387.00	41,075.00
Component 3	<u>Knowledge Management and Information Sharing</u>									
3.1	<u>Enhance and Operate KM Systems</u>									
	Sub-Component 3.1 Total	GTZ	6,700.00	3,882.05	12,500.00	2,752.00	-		6,634.05	65.95
		UNOPS	47,597.00	-	38,000.00	6,019.00	15,000.00		6,019.00	41,578.00
		Total	54,297.00	3,882.05	50,500.00	8,771.00	15,000.00		12,653.05	41,643.95
3.2	<u>Upgrade Documentation</u>								-	

Project Component/Sub-component/Activities	Disbur. Mode/ Admin.	Phase 1 Total Project Cost	Cumulative expenditure up to end of 2004	Budget 2005	Actual 2005	Budget 2006	Actual Jan-Sept'06	Cumulative Expenditure 2004-2006	Remaining Balance from total project cost	
	Center									
	Sub-Component 3.2 Total	GTZ	178,260.00	-	9,000.00	44,085.51	133,989.00	39,294.00	83,379.51	94,880.49
		UNOPS	36,854.00		10,000.00	-	11,300.00		-	36,854.00
		Total	215,114.00	-	19,000.00	44,085.51	145,289.00	39,294.00	83,379.51	131,734.49
3.3	IT system acquisition, upgrade and maintenance									
	Sub-Component 3.3 Total	GTZ	122,240.00	106,000.00	78,000.00	16,238.38	-	14,383.00	136,621.38	(14,381.38)
		UNOPS	53,579.00		39,000.00	10,217.00	33,100.00		10,217.00	43,362.00
		Total	175,819.00	106,000.00	117,000.00	26,455.38	33,100.00	14,383.00	146,838.38	28,980.62
	Total Component 3	GTZ	307,200.00	109,882.05	99,500.00	63,075.89	133,989.00	53,677.00	226,634.94	80,565.06
		UNOPS	138,030.00	-	87,000.00	16,236.00	-	16,236.00	16,236.00	121,794.00
		Total	445,230.00	109,882.05	186,500.00	79,311.89	59,400.00	53,677.00	242,870.94	202,359.06
Component 4	Monitoring and Evaluation									
4.1	Establish and Operate SVP M&E System									
	Sub-Component 4.1 Total	UNOPS	197,839.00	-	86,000.00	25,460.00	162,400.00	61,880.00	87,340.00	110,499.00
4.2	Facilitate & Participate in SVP M&E Activities								-	
	Sub-Component 4.2 Total	UNOPS	169,038.00	-	91,000.00	114,263.00	76,000.00	14,287.00	128,550.00	40,488.00
	Total Component 4	UNOPS	366,877.00	-	177,000.00	139,723.00	238,400.00	76,167.00	215,890.00	150,987.00
Component 5	- Training									
5.1	Strengthen NBI institutional capacity for project management									
	Sub-Component 5.1 Total	UNOPS	78,588		25,000.00	21,968.00	59,000.00	33,089.00	55,057.00	23,531.00
5.2	Enhance Suppliers and Service Providers in the Nile Basin					8,436.00	-			
	Total Component 5	UNOPS	78,588	-	25,000.00	30,404.00			30,404.00	48,184.00

Project Component/Sub-component/Activities	Disbur. Mode/ Admin.	Phase 1 Total Project Cost	Cumulative expenditure up to end of 2004	Budget 2005	Actual 2005	Budget 2006	Actual Jan-Sept'06	Cumulative Expenditure 2004-2006	Remaining Balance from total project cost
	Total Components 1 - 5	Nile-SEC	261,239.00	333,600.00	360,648.00	586,722.00	415,021.00	1,036,908.00	293,092.00
		UNOPS	1,330,000.00	571,800.00	613,992.00	497,980.00	172,390.00	1,039,281.78	386,675.22
		8% Fee	1,425,957.00	45,744.00	49,119.36	39,838.40	13,791.20	83,142.54	30,934.02
		Total UNOPS	114,076.56	617,544.00	663,111.36	537,818.40	186,181.20	1,122,424.32	417,609.24
		GTZ	273,131.76	99,500.00	63,075.89	133,989.00	53,677.00	226,634.94	80,565.06
		Total	307,200.00	1,050,644.00	1,086,835.25	1,258,529.40	654,879.20	2,385,967.26	791,266.30
			3,177,233.56						

Notes:

By the time the 2005 review was conducted, not all the Expenses for 2005 had been included because the FMR for the last quarter had not been received from UNOPS.

The figure reflected for 2005 now is the updated one to Dec'05.

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

9.2 Output-Based Expenditures

Component	Total Project Budget	Amount Disbursed to End of Previous Period (date)		Actual Expenditures for this Period														Total Variance for Reporting Period		Budget for Remainder of Project
				Qtr 1		Qtr 2		Qtr 3			Qtr 4			Total for this FY to Date						
				P	A	P	A	P	R ²	A	P	R	A	P	R	A	P			
Actual	Planned	Actual																		
Output 1.1.1																				
Activity 1111																				
Activity 1112																				
Activity 1113																				
Subtotal 1.1.1																				
Output 1.1.2																				
Activity 1121																				
Activity 1122																				
Activity 1123																				
Subtotal 1.2																				
Output X.X (Mgmt)																				
Activity XX1																				
Activity XX2																				
Activity XX3																				
Subtotal X.X																				
TOTAL																				
% of Total	\$	\$		\$		\$		\$		\$		\$		\$						

² Legend: P- Planned amount, A – Actual amount, R – Revised amount. You can include the revised figures in your semi-annual report, then use those numbers to report on actual expenditures during quarters 3 and 4.

9.3 Inventory

9.4 List of staff

s/n	Name	Designation
1	Hamere Wondimu (Ms)	SPO/ SVP Coordinator
2	Tom Waako	Program Officer
3	JohnOgwang	Regional Monitoring & Evaluation Specialist
4	Jacton Opiyo	Information Management Specialist
5	David Ojulong	Finance & Procurement Officer
6	Juliet Nakassaga (Ms)	Librarian
7	Beatrice Adongakulu (Ms)	Bi-Lingual Secretary
8	Paul Kanyike	Driver

9.5 Linkage matrix

Components	Planned Activities for 2006		Potential Linkages with SVP Coordination	Contact/ responsible persons from both projects	Key Outputs
	Activities which have potential linkages with other projects	Schedule agreed with other projects			
SVP Coordination					
Program Coordination	Biannual NBI programs (SVP/SAPs) coordination meetings	April & Oct		SPO	<ul style="list-style-type: none"> • Coordination improved, new ideas introduced • Experience and information shared
	SVP work plan annual meeting	Nov		SPO	<ul style="list-style-type: none"> • Joint work plan • Improved collaboration
	Nile Basin Development Forum	Nov/Dec (tentative)		SPO	<ul style="list-style-type: none"> • Building confidence and trust among NBI countries enhanced • Participation of a broader range of stakeholders • Awareness raised on the benefits of cooperative development of the Nile Basin • NBI projects and initiatives discussed • New ideas, and best practices introduced
	National level needs assessment and preparation of national reports (develop TOR, hire national consultants, conduct assessment and prepare reports)	To be finalized in Feb		PO	National needs assessment completed and implemented
	Coordination and collaboration with other initiatives/programs engaged in similar activities in the basin is ensured	When required		SPO and PO	Coordination with other initiatives ensured
Financial Management and Procurement	(i) Monitor disbursements and procurement planning/processing and (ii) prepare consolidated FMRs	(i) Discuss with FPOs during the biannual SVP/SAPs meeting and (ii) every quarter		FCA/FPO	FM and procurement better monitored
Knowledge management & info sharing Training	Upgrade and maintain NBI website	Throughout the year		KM and IT	Efficient NBI website established linking other projects
	Develop and maintain document Management System – online and physical library, linking DMS with other sub-sites	Throughout the year		KM and IT	Improved documentation, and information sharing
	Upgrade, operate and maintain SVP communication network to link the Secretariat, PMUs and National offices by mail, messaging, etc	Jan - May		KM and IT	Improved communications
	Conduct users training	Back to back to		KM and IT	Efficient usage of the system

		meetings			
M&E	Design and develop M&E system	Jan - March		M&E Sp.	M&E strategies and system established and streamlined
	Conduct training on the use of the system	March		Consultant/ RPMs and LSs	Build capacity on M&E
	Carry out M&E activities	Throughout the year		M&E specialist	Progress, success and impact of SVP identified and communicated to stakeholders
Capacity Building	Participate in the development of SVP coordinated capacity building strategy and training plan	Jan -Feb		SPO	A coordinated capacity building program under the SVP established
	Develop a list/registry of eligible national and regional suppliers of goods and consultant services	Mar - Apr		PO	The capacity in the basin in providing services for SVP and SAP identified
ATP					
Building capacity: Human Resources Development (Practitioners)	Appreciation seminar for policy makers		Provide advice as necessary and participate in the seminar	SPO	
	Ministers workshop in IWRM		Provide advice as necessary and participate	SPO	
	Curricula and teaching materials dev. For short courses		Participate as necessary in review of materials	SPO or PO	
	Courses delivery to NBI countries		Involve in the identification of the beneficiaries of the courses	SPO	
	Diploma in IWRM		Discuss with ATP on the procedures and areas of focus and assist as necessary in review of criteria	SPO or PO	
Building Capacity: Human Resources Development (Postgraduate)	MSc & PhD scholarship award		Provide advice	SPO	
	MSc curriculum & and teaching materials devp.		Participate as necessary in review of materials	SPO or PO	
Promoting Basin Interchange	Nile-Net national and regional workshops		Participate in the regional workshops	SPO or PO	
	Provide Research grants		Provide advice	SPO	
	Nile Development forum		Be part of the preparation and participate	SPO and PO	
Regional Coordination and Facilitation	SVP/SAPs coordination meeting	April & Oct	Project will organize and coordinate the meetings	SPO and PO	
	Work plan meeting	Nov	Project will organize and coordinate the meetings	SPO and PO	
CBSI					
Regional/Sub-Regional/National Implementation and Facilitation	Biannual NBI programs (SVP/SAPs) coordination meetings	April & Oct	Project will organize and coordinate the meetings	SPO and PO	
	SVP work plan annual meeting	Nov	Project will organize and coordinate the meetings	SPO and PO	
	Nile Basin Development Forum		Be part of the preparation and participate	SPO and PO	

	Development of national action plans (by NCs) and implementation		Discuss with CBSI on the overall action plans	PO	
Public Information	Media workshops		Participate in regional workshops as necessary	SPO or PO	
	Production of communication materials				
	Training on communication for PMUs and SVPC		Participate in the training	SPO, PO, and IM Specialist	
	Development of NBI communication strategies and action plan		Review	SPO, PO, and IM Specialist	
Stakeholder Involvement	Intra-NBI capacity building (training workshops on Social development)		Participate in the training	SPO and PO	
	Sensitization workshops on SD for Gov officials (SC members, NCs, task force, etc)				
	Capacity building for non Gov stakeholders at national, sub-regional and regional levels				
	Inter face/thematic workshops for Gov, NBI and non-Gov stakeholders		Participate as necessary	SPO or PO	
Confidence Building	Workshop for selection criteria and procedures for the confidence building drawdown fund		Participate	SPO or PO	
	Exchange visits among stakeholders				
	Festivals and cultural events (Nile Day to be organized in 2006)		Provide advice	SPO	
	Sub-regional and regional networks (including use of existing networks under the SVP and SAPs)		Be informed on the outcome	SPO	
NTEA					
Institutional strengthening to facilitate regional cooperation	SVP/ SAPs coordination meetings	April & Oct	Project will organize and coordinate the meetings	SPO and PO	
	SVP Work plan meeting	Nov	Project will organize and coordinate the meetings	SPO and PO	
	KM networks (website)		Coordination	IM specialist	
	Communication strategy and action plan		Be informed on the final outcome	SPO	
	Strategic environmental framework		Participate in the review	SPO and PO	
	M&E strategy and action plan		Review and provide advice	M&E consultant/M&E Specialist	
	Conduct training on Environmental monitoring and auditing				
Community level land, forest & water conservation	Regional workshop on soil erosion		Participate as necessary	SPO or PO	
	Micro-grants projects		Be informed	SPO/ PO	
Environmental education & public awareness	Parliamentarians workshop and networking		Participate in workshop	SPO or PO	
	Journalists workshop		Be informed	SPO/PO	
	Training on EE materials development		Be informed	SPO or PO	

	EE materials development for SAPs		Be informed	SPO or PO	
	E – learning module development		Be informed	SPO or PO	
	Teachers training workshop		Be informed	SPO or PO	
	Teachers and students exchange		Be informed	SPO or PO	
	Development of EE framework course		Be informed	SPO or PO	
Water quality monitoring	Water Quality testing for SAPs		Be informed	SPO or PO	
	Water quality monitoring training - SAPs		Be informed	SPO or PO	
	Bio indicators for water quality in coordination with some universities		Be informed	SPO or PO	
RPT					
Regional coordination and project implementation	SVP/SAP coordination meeting	April & Oct	Project will organize and coordinate the meetings	SPO and PO	
	SVP Work plan meeting	Nov	Project will organize and coordinate the meetings	SPO and PO	
	KM activities (website, IT)		Provide support and advice to the project	IM specialist and IT officer	
	Stakeholder analysis		Be informed and advice as necessary	SPO/PO	
Establishment of a Nile Basin Power Forum	Training needs assessment		Be informed and provide advice when necessary	SPO/PO	
	Investment profiles for SAPs		Be informed and provide advice when necessary	SPO/PO	
	Review of Environmental and social analysis		Be informed and provide advice when necessary	SPO/PO	
	Review of regulatory practices		Be informed and provide advice when necessary	SPO/PO	
	Review of private-public partnership in financing of power projects		Be informed and provide advice when necessary	SPO/PO	
	Review hydropower coordination best practices		Be informed and provide advice when necessary	SPO/PO	
	Development of data base		Be informed and provide advice when necessary	SPO/PO	
	Power sector development strategy		Be informed and provide advice when necessary	SPO/PO	
	Options for setting up the Power forum as a legal entity		Be informed and provide advice when necessary	SPO/PO	
	Inter-utility MoU		Be informed and provide advice when necessary	SPO/PO	
Comprehensive Basin-wide Analysis of Long-term Power Supply, Demand and Trade Opportunities	Prepare TOR for preparatory study/assessment		Review TOR	SPO/PO	
	Consultation Workshops		Participate	SPO/PO	
WRPM					
Regional Coordination & Facilitation	SVP/ SAPs coordination meetings	April & Oct	Project will organize and coordinate the meetings	SPO and PO	
	SVP Work plan meeting	Nov	Project will organize and coordinate the meetings	SPO and PO	
	KM networks (website)		Provide support and advice to the project		
	Develop M&E plan		Participate on the development	M&E specialist/SPO	
Water Policy	Development of the water policy		Participate in review	SPO and PO	

	preparation and implementation guidelines				
	Training on guidelines		Participate in review	SPO and PO	
	Development of the criteria and procedures for the water policy support facility		Participate in review	SPO and PO	
Project planning & mgmt	Needs assessment, review and refinement of component		Participate in review	SPO and PO	
	Development of the criteria and practical guidelines for supporting facility		Participate in review	SPO and PO	
	Training		Participate in the training	SPO and PO	
Decision Support System	Conduct orientation on IWRM on the regional and national levels		Participate at regional level	SPO and PO	
	Start the development of common guidelines for data collection process and analysis.		Be informed	SPO and PO	
	Provide fellowships for ten water professionals from the basin in the DSS-related fields (MSc)		Be informed	SPO and PO	
	Provide a number of technical training internships (1-3 months) on DSS related fields		Be informed	SPO and PO	
EWUAP					
Coordination and facilitation	SVP/SAP coordination meeting	April & Oct	Project will organize and coordinate the meetings	SPO and PO	
	SVP Work plan meeting	Nov	Project will organize and coordinate the meetings	SPO and PO	
	Conduct rapid baseline assessment		Be informed on the process and outcome	SPO and PO	
	Establish coordination with other initiatives		Be informed	SPO and PO	
	Preparation of proposals by NBI countries for project activities at national level		Be informed on the final outcome	SPO and PO	
	Preparation of roster of institutions and individual for training or joint implementation of activities		Be informed on the final outcome	SPO and PO	
Water Harvesting	Identification of pilot sites for implementation		Be informed on the final outcome	SPO and PO	
	Training workshop in water harvesting and community managed irrigation		Be informed on the final outcome	SPO and PO	
Community managed irrigation	Identification of pilot sites for implementation		Be informed on the final outcome	SPO and PO	
Public and private managed irrigation	Training on public and private managed irrigation		Be informed on the final outcome	SPO and PO	

SDBS				SPO and PO	
Nile Transboundary Development Network	Support SAPs in benefit sharing thematic studies		Be informed on the final outcome/ area of intervention of the SDBS	SPO and PO	
Nile Transboundary Development Fund	Development of criteria and management guidelines for the NTDF		Participate in review	SPO and PO	
	Targeted analysis on applied research on regional investment projects		Participate in review	SPO and PO	
	Case studies on mechanisms of benefit sharing		Participate in review	SPO and PO	
	Incubator workshop on opportunities for cooperative actions in benefit sharing and integration		Participate in workshop	SPO or PO	
	Capacity building in applied economic and policy research with the focus on regional development integration and benefit sharing		Participate in review of the detailed plan for capacity building	SPO and PO	
Project Coordination and Implementation	SVP/SAP coordination meeting	April & Oct	Project will organize and coordinate the meetings	SPO and PO	
	SVP Work plan meeting	Nov	Project will organize and coordinate the meetings	SPO and PO	
	SC Pls meeting		Participate	SPO and PO	
	KM (website)		Support and advice the project	KM and IT	
	Communication strategy		Participate in review		
	Nile basin development forum		Be part of the preparation and participate	SPO and PO	

9.6 Procurement Plan

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

General

1. Project information:

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

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

3. Date of General Procurement Notice: Not Applicable

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

II. Goods and Works and non-consulting services.

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

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

2. Prequalification: N/A

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

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

5. Any Other Special Procurement Arrangements: N/A

Procurement Packages with Methods and Time Schedule

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

III. Selection of Consultants

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

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

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

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

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

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

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

4. Consultancy Assignments with Selection Methods and Time Schedule

Ref No.	Description of Assignment	Estimated Cost US\$	Selection Method	Review by Bank (Prior / Post)	Expected Proposals Submission Date	Contract Duration
<i>Individual Consultants</i>						
1	Senior Program Officer	128,300	IC	Prior	Francis to fill the contract starting date for staff	1 year renewable
2	Information Management Specialist	90,716	IC	Prior		1 year renewable
3	M&E Specialist	91,800	IC	Prior		1 year renewable
4	Chief Finance Officer	36,000	IC	Prior		1 year renewable
5	Program Officer	40,320	IC	Prior		1 year renewable
6	Finance & Program Officer	27440	IC	Prior		1 year renewable
7	Librarian	18200	IC	Prior		1 year renewable
8	Independent Audit	15,000	CQ or IC	Prior	Mar 15, 2007	2 months
9	Legal services on the new MSA with UNOPS	7,000	IC	Prior	Aug 10, 2006	15 days
10	Establishing NBI Salary Scale	70,000	CQ or IC	Prior	Aug 20, 2006	3 months
11	Advisor to NBI	42,500	IC	Prior	Finalized	6 months
12	financial management advisor	20,500	IC	Prior	Finalized	3 months
13	financial management advisor	20,000	IC	Prior	Oct 2006	3 months
14	IT company to provide technical backstopping when needed	6,000	IC	Post	Sep 2006	At intervals through out the 12 months
15	Development of NBI M&E system	349,683	CQ	Prior	Finalized	12 months

IV. Implementing Agency Capacity Building Activities with Time Schedule

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