

# SOCIO-ECONOMIC DEVELOPMENT AND BENEFIT SHARING PROJECT [SDBS]

## COMPLETION REPORT

PROJECT ID: P075952

PROJECT NUMBERS 00039602/ 00044501 - 00044503



PMU, SOCIAL-ECONOMIC DEVELOPMENT & BENEFIT SHARING  
NILE BASIN INITIATIVE





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**This report was prepared by**

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June 2009

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# Contents

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<i>List of Abbreviations</i> .....	<i>v</i>
<i>Acknowledgement</i> .....	<i>vii</i>
<i>Project Data</i> .....	<i>viii</i>
<i>Summary of the Report</i> .....	<i>x</i>
<b>1 Project Context, Development Objectives and Design .....</b>	<b>1</b>
<b>2 Implementation .....</b>	<b>7</b>
<b>3 Challenges and their Resolutions .....</b>	<b>14</b>
<b>4 Description and Evaluation of Project Achievements .....</b>	<b>23</b>
4.1 Achievement of Project Development Objectives .....	25
4.2 Contribution to the NBI vision.....	33
4.3 Project Efficiency .....	34
4.4. Unexpected/ Ancillary Results achieved and their significance..	35
<b>5 Mainstreaming &amp; Sustainability .....</b>	<b>37</b>
<b>6 Finance and Procurement.....</b>	<b>39</b>
<b>Annexes.....</b>	<b>49</b>
Annex 1: Project Log-frame.....	49
Annex 2: Key performance indicators of PAD .....	50
Annex 3: Results achieved by outcome and output.....	51
Annex 4: Key Project Results contributing to NBI Vision.....	53
Annex 5: Mainstreaming and Sustainability Roadmap .....	54
Annex 6: List of trainings conducted and evaluation results.....	62
Annex 7: Budget implementation by Outcome and Output (USD '000s) .....	63
Annex 8: Budget implementation by component.....	65
Annex 9: Project outputs contributing to the NBI institutions, alignment and sustainability.....	65

Annex 10: List of Documents produced (assessment, studies, guidelines, training materials, etc.).....	66
Annex 11: List of project Staff, consultants involved, Steering Committee, NCs, other working groups.....	71
Annex 12: Asset inventory.....	79
Annex 13: Draft Audit report, recent before closure.....	83
Annex 14: PIs' clusters, the Lead PIs and Scoping Study cluster themes.....	109
Annex15: PIs' cluster composition, the Lead PIs, & the ranked topics.....	112
Annex 16: Project Reviews/Evaluations.....	114
Annex 17: Minutes 4th PSC Meeting.....	125

# List of Abbreviations

Ag RPM	Acting Regional Project Manager
BSF	Benefit Sharing Framework
CBSI	Confidence Building and Stakeholder Involvement Project
CI	Collaborating Institution
PCR	Completion Report
CURDES	Centre Universitaire de Recherche pour le Développement Economique et Social
DfID	Department for International Development, United Kingdom
D. R. Congo	Democratic Republic of Congo
DSRI	Development Studies Research Institute, Sudan
ENSAP	Eastern Nile Subsidiary Action Program
EPRC	Economic Policy Research Centre, Uganda
ERB	Economic Research Bureau, Tanzania
FMR	Financial Monitoring Report
IDR	Institute of Development Research, Ethiopia
INP	Institute of National Planning, Egypt
KIPPRA	Kenya Public Policy Research & Analysis, Kenya
M & E	Monitoring and Evaluation
NB	Nile Basin
NBI	Nile Basin Initiative
NBTF	Nile Basin Trust Fund
NELSAP	Nile Equatorial Lakes Subsidiary Action Program
Nile-SEC	Nile Basin Initiative Secretariat
Nile-TAC	Nile Basin Initiative Technical Advisory Committee
NTDF	Nile Trans-boundary Development Facility
NTDN	Nile Trans-boundary Development Network
NUR	National University of Rwanda
PAA	Program Administrative Assistant
PAD	Project Appraisal Report
PI	Participating Institution
PMF	Performance Measurement Framework
PMU	Project Management Unit
PSC	Project Steering Committee
RA	Research Analyst
RBO	River Basin Organization

RBS	Results-Based System
RLS	Regional Lead Specialist
RPM	Regional Project Manager
SDBS	Socio-Economic Development and Benefit Sharing Project
SVP	Shared Vision Program
SVPC	Shared Vision Program Coordination
UNIKIN	University of Kinshasa, D. R. Congo



# Acknowledgement

|||||  
The activities and subsequent results attained by this project would not have come to fruition without the invaluable contribution of various stakeholders, that form the highly motivated Nile team



## *“Teamwork on The Nile”*

Notably, the Nile team being acknowledged include: the SDBS Project Steering Committee Members; the Participating Institutions-CURDES, UNIKIN, NUR, KIPPRA, IDR, DSRI, EPRC, INP & ERB; the Nile Secretariat; the Shared Vision Programme (SVP) Coordination Unit; the SVP projects of CBSI, ATP, NTEAP, WRMP, RPT & EWAUP; the Subsidiary Action Programmes-NELSAP & ENSAP; the World Bank team, the United Nations Office for Project Services team, and the Department for International Development team. A word of thanks also goes to all stakeholders in the Nile Basin. Lastly, special appreciation go to the team at the SDBS-Project Management Unit for the tireless effort and time invested in guiding the project to a successful conclusion.

# Project Data

		Sector(s): Water Resources Management						
		Theme(s): Water Resources Management;						
Project ID: P075952								
Focal Area: International Waters; Macroeconomic Research; Capacity Building								
Project Financing Information								
<input type="checkbox"/> Loan <input type="checkbox"/> Credit <input checked="" type="checkbox"/> Grant <input type="checkbox"/> Guarantee <input type="checkbox"/> Other:								
For Loans/Credits/Other:								
Total Project Cost (M. US\$): 4.56 (First Funding Phase/3 years) (10.13 - Full Project/6 years). Total Financing by IBRD through NBTF (M. US\$): 4.22 (First Funding Phase) (9.36 Full Project)								
Borrower/Recipient: Nile Basin Initiative								
Finance Plan: Sources				Total US\$ Million (Full Project)				
				First Funding Phase 3 Years		Full Project 6 Years		
Nile Basin Trust Fund/(NBTF)				4.22		(9.36)		
Government				0.34		(0.77)		
TOTAL IMPLEMENTATION:				4.56		(10.13)		
Total:				4.56		(10.13)		
Estimated Disbursements (Bank FY/US million:)								
FY	Y1	Y2	Y3	Total 1st	(Y4)	(Y5)	(Y6)	(total)
Annual	1.26	1.35	1.61	4.22	(1.65)	(1.73)	(1.76)	(9.36)
Cumulative	1.26	2.61	4.22	4.22	(5.87)	(7.60)	(9.36)	(9.36)
Project Implementation Period: First Funding Phase – 3 years; Full Project – 6 years Expected Effectiveness Date: 01/01/05 – Actual Effectiveness Date: 06/02/05 Expected Closing Date: 06/30/08 (Full Project, including 2 <sup>nd</sup> Phase – 06/30/11)								
Project Number(s) & Title				Socio-Economic Development and Benefit Sharing				
Grant/Trust Fund Number				Trust Fund Number: P07952				

*SDBS-project Completion Report*

Project Duration (dates of signature, effectiveness, launch, completion and closure)	It was initially a three Year project with a closing date of 06/30/08 or such a date as the Bank will establish, however Nile Sec requested for extension on the 05/15/08, and it was extended to 06/30/09.
Funding Source(s) & Amounts	World Bank DFID through Nile Basin Trust Fund (NBTF), Governments of the nine Nile Basin countries, Nile Basin Initiative Secretariat (Nile-SEC) Amounts: USA \$ 4.22 million;
Geographical Location of the Project	PMU: Entebbe-UGANDA Coverage: Nine (9) Nile Basin Countries
Implementing Agencies	United Nations Office for Project Services Nile Basin Initiative Address: P.O. Box 192, Entebbe, Uganda Tel: 256 414 32 1424 Fax: 256 41 32 09 71 Email: <a href="mailto:nbisec@nilebasin.org">nbisec@nilebasin.org</a> or <a href="http://www.nilebasin.org">www.nilebasin.org</a>



The Project Steering Committee (PSC) was the overall guiding authority after the establishment of rules and procedures. The PSC consisted of one Technical Advisory Committee (TAC) member, one senior government official from each NB countries, a senior representative of each of the Subsidiary Action Programs (SAPs), Nile-SEC and the SVPC. The Participating Institutions (PIs) and donor community also participated in the meetings.

In its initial design, the project had three components. The Nile Trans-boundary Development Network (NTDN), the Nile Trans-boundary Development Facility (NTDF) and Project Coordination and Management, however in 2007 another component, the Private Sector Diffusion was added but was dropped after one year at the beginning of 2008. In the mid-2008, the development of Phase 1 of the Benefit Sharing Framework for Nile Basin countries was entrenched into the project activities. The designing of the project did not have a component that specifically looked at the Benefit Sharing Framework in the initial set-up.

The financial plan was for two phases each of three years, Phase 1 funding was of a total US\$ 4.22m from NBTF and government contributions of 0.34m. The second phase was funded at US\$ 5.57m. For details on financial behavior for the four years see the section on finance and procurement.

The PMU took shape with the Regional Project Manager (RPM) taking office by October 2005. At the end of 2006, the project had engaged the services of an internationally recruited Regional Lead Specialist (RLS), nationally recruited Program Administrative Assistant (PAA), and a project driver. An information and communication technology specialist was co-shared with the Nile-SEC and the Confidence Building and Stakeholder Involvement (CBSI) Project, among other shared services. A Research Analyst was recruited in March 2008 as well as an additional RLS by May 2008. In May 2008, the initial RPM was separated from the project, and as a result, the RLS was appointed by Nile-SEC as the Ag RPM to complete the activities of the project till its closure. During the last six months of 2009, SDBS received services from the PAA and FO on loan, so to speak, from CBSI .

The project was operationalized on a Results based System (RBS) of monitoring and evaluation, that followed a prepared Logical Framework (LF), Result Chain (RC), and the Performance Measurement Framework (PMF) that were built to fit into the NBI vision.

The project achieved excellent outputs in four categories of i) Scoping Studies, ii) Key topic studies, iii) the Phase 1 of the Benefit Sharing Framework for Nile Basin countries, and iv) teamwork among PSC, among PIs and among the PMU members. The studies provide a basis in form of data for decision making, policy briefs that could be of great use in NB countries' policy formulation processes, investment strategies that could be implemented by the Subsidiary Action Programs (SAPs) and other NBI institutions. The project initiated the development of the Benefit Sharing Framework, which could be completed and operationalized. These outputs are likely to contribute immensely to the NBI's shared vision and development objectives of the member countries. The achievement of outputs was systematic.

First, the outputs resulting from PIs commenced with the Scoping Studies of February to July 2007. The PIs were clustered into five thematic areas of Water/Natural Resources Management, Food Security and Livelihood, Cross-Border Trade, Benefit Sharing and Energy. Based on the themes, issues relating to poverty reduction in the Nile Basin countries were scoped-out and are available in 9 published Scoping Studies that have been disseminated to the stakeholders and copies are available in the Nile-SEC library and can be accessed on the Nile basin web-site.

The project worked closely with stakeholders both in trans-boundary cluster meetings and forums. A key stakeholders forum was held in October 2007 where the scoped-out issues were discussed. The issues that were ranked highly were built into three thematic area studies of Water/Natural Resources Management, Food Security, and Livelihood and Cross Border Trade. In addition, SAPs of Nile Equatorial Lakes (NEL) countries and Eastern Nile (EN) countries made their demands to be studied along-side the high-ranked topics. As a result, outputs containing on-the-ground primary and secondary data relevant for decision

making, policy briefs and investment strategies were published. The outputs were disseminated to a wider stakeholders workshop in June 2009. They were published as hard copies and e-books on CD, and they are available on the Nile basin web-site and the Nile-SEC Library.

Another very important output that resulted from the project was the development of the Phase I of the Benefit Sharing Framework (BSF) for the NB countries that entails the Stage1- Conceptualization, the Training Manual and the Initial Training materials used to enhance the understanding of the Benefit Sharing Framework. The Stage 1- Conceptualization and the Training Manual were also disseminated at the wider stakeholder workshop of June 2009 and are also available on CD.

Another output is the team work that developed among the Project Steering Committee (PSC), members of the PIs and the rest of NBI, on the one hand and the SDBS PMU team on the other.

(See summary of outputs in Block 1)

<b>Block 1</b>	
<b>Key Outputs of the Project</b>	
1.1	Research reports, policy briefs and implementation strategies from PIs prepared and disseminated.
1.2	Tools that guide the NB countries on equitable distribution of benefits produced.
1.3	Investment plan reports complete with policy briefs and Implementation strategy prepared and disseminated.
1.4	Human resource capacity on the mechanisms and principles developed, built.

For those that would like to get more on the issues raised in the CR, refer to documentation on the Nile Basin Initiative web-site [www.nilebasin.org](http://www.nilebasin.org) and the Nile-SEC Library/Archives for publications such as the Participating Institutions' Scoping Studies and Final Studies, the project's Monthly Progress Reports, Quarterly Reports, Semi-Annual Reports, the Annual Reports, Financial Management Reports (FMRs), Work Plans, BSF-NB Countries Stage1 and the Training Module.

The first section this CP contains the project context, development objectives and design, rationale; original project objectives and key expected results. The revised project objectives and key expected results, project components; targeted groups/ beneficiaries and key project milestones are also highlighted here. This is followed by the highlights of the implementation process, description of implementation setup and operation; summary of project implementation in the second section.

The third section gives challenges and their resolution, especially the challenges arising out of the project design and the adjustments made to solve those challenges. We also examine the challenges the project faced during implementation and the adjustments made to enable us move on. Here also discussed are the project reviews and evaluations. The third section further delves into the description and evaluation of project achievements: achievement of project development objectives; contribution to the NBI vision; project efficiency; unexpected/ancillary results achieved, and their significance.

The fourth section presents mainstreaming and sustainability aspects of the project; transition arrangements and sustainability mechanisms; and assessment of risks to sustainability of outcomes. Section five presents issues on finance and procurement; project costs and specific issues on financing. Section six presents management performance issues, partnerships and networking. Section seven deals with issues to do with risks and assumptions. These are followed by suggestions on the disposition of project products and assets. The final section is the conclusion to this report and carries lessons and recommendations.



# Project Context, Development Objectives and Design

## 1. Project Context, Development Objectives and Design

### 1.1 Project Context and Rationale

This was a relatively well designed project with a context that was to benefit decision makers of policy, investment and cooperation. It was based on the premise that policy makers from different riparian states are more likely to choose to cooperate with one another once they become better informed about the opportunities for and benefits from cooperation, including options, mechanisms and likely outcomes. That is why efforts were made to come up with investment strategies, policy briefs, and a start on the Benefit Sharing Framework. The project context and development objectives broadened and deepened knowledge on the benefits of trans-boundary cooperation among analysts and decision makers in the riparian states.

### 1.2 Original Project Objectives and Key Expected Results

#### *Goals, Objectives & Purposes*

The original project objectives were based on the initial two main components of the NTDN and NTDF. The Project Appraisal Document (PAD) was followed closely as it had a goal and objectives that could enhance the process of integration and cooperation to further socio-economic development in the NB countries.

(see listed below in Block 2.)

## **Block 2**

### **PAD Goals, Objectives and Purposes**

- Achieve greater awareness, understanding and acceptance from policy makers of the sustainable benefits that can be derived from cooperative management and development of the shared Nile Waters.
- Establish and promote knowledge base and information on the principles and mechanisms for sharing potential social, economic and environmental benefits.
- Develop capacity of key organizations to conduct applied research on regional benefit sharing.
- Develop analytical tools and frameworks needed to design, appraise and negotiate cooperative development projects and initiatives.

The above listed PAD project goals, objectives and purposes though component-based, were carefully translated into the Result-Based System project goal, objectives and outcomes that fitted into the overall NBI log frame. This enabled clear operationalization towards outputs that are to contribute to the overall NBI vision, as is given in section 1.3 below.

### **1.3 Revised Project Objectives and Key Expected Results**

#### **Result Based System**

The initial PAD goal and objectives were re-developed into a Result chain, Log Frame, and Performance Measurement Framework to enable movement towards the NBI vision jointly with all the SVP/SAP projects. The SDBS Result Chain was linked to that of the overall NBI. Subsequently, results-based reporting became a requirement that was easy to adhere to in the monthly reports, quarterly reports for FMRs, the annual reports and the annual plans. A look at the goal below, one can see how the revised project objectives could be build together to achieve it and contribute to the NBI vision.

#### ***Goal***

To improve the designing of trans-boundary investments such that, when implemented, their benefits leverage socio-economic development & integration, and are shared equitably.

To achieve the goal, four revised project objectives were set-up as stated below with expected results that were achieved. (see Block 3 on objectives, also the table that follows on key expected results).

**Block 3**

**Revised Project Objectives**

- Functional Nile Trans-boundary Development Network (NTDN) established and strengthened.
- Enhanced capacity of participating institutions to undertake activities on trans-boundary benefit identification, creation and sharing.
- Basin-wide networks working on tools, principles and mechanisms for cooperative development projects increased.
- Phase I of the Benefit Sharing Framework, including Training of Trainers on the BSF, completed

**Key Expected Results**

<b>Results</b>
<p><b>Impact</b> Reduced poverty in the NB countries through implementation of relevant trans-boundary policy frameworks and investment programs.</p>
<p><b>Outcome</b> Frameworks and investment programs that facilitate equitable benefit sharing and leverage socioeconomic development in the NB are produced and utilized.</p>
<b>Outputs</b>
1.1 Research reports, Policy briefs and Implementation strategies from PIs prepared and disseminated
1.2 Tools that guide the NB countries on equitable distribution of benefits produced
1.3 Investment Plan reports complete with Policy briefs and Implementation strategy prepared and disseminated
1.4 Human resource capacity on the mechanisms and principles developed, built

**1.4 Project components**

In the design, the project had three components with the first one being the Nile Trans-boundary Development Network (NTDN), the second being the Nile Trans-boundary Facility (NTDF) and the third being the Project coordination and Implementation. However, along the way the Private Sector Diffusion component was in-build into the Log Frame for almost one year

then dropped-out as it was eating into time required for the initial components and the funds.

The presence of the private sector component had already caused delays in the operationalization of the second component- the NTDF, leading to it being unfortunately being dropped. With additional project staff in 2008, it was now possible to specifically start developing the Benefit Sharing Framework Phase1, for Nile Basin countries. There was a transition of component change over the four year that is illustrated.

(See **Block 4**)

<b>Block 4</b>	
<b>Components' Change over time</b>	
Components as at Initial Stage	<ul style="list-style-type: none"> <li>• The Nile Trans-boundary Development Network (NTDN)</li> <li>• The Nile Trans-boundary Development Facility (NTDF); and</li> <li>• The Project Coordination and Implementation.</li> </ul>
Components as at 2007	<ul style="list-style-type: none"> <li>• The Nile Trans-boundary Development Network (NTDN)</li> <li>• The Nile Trans-boundary Development Facility (NTDF); and</li> <li>• Private Sector Diffusion</li> <li>• The Project Coordination and Implementation.</li> </ul>
Components as at 2008	<ul style="list-style-type: none"> <li>• The Nile Trans-boundary Development Network (NTDN)</li> <li>• The Benefit Sharing Framework for NB Countries</li> <li>• The Project Coordination and Implementation.</li> </ul>

### 1.5 Target Groups / Beneficiaries

The primary target groups and beneficiaries are communities, governments and institutions of the Nile Basin countries that will find relevant the project's specifically identified potential benefits of cooperation, and scenarios explored for obtaining sustainable benefits cooperatively and equitably. However, there are the secondary beneficiaries such as students in higher-learning institutions that are already benefiting from the qualitative/quantitative, primary/secondary data collected. There are also positive spill-over to other institutions that are benefiting from the project outputs. For example: the United Nations Economic Commission for Africa is keen on using the

Gender Mainstreaming in Cross Border Trade Strategy that that is one of the outputs of the project. Another benefit that secondary beneficiaries are keen on is the income generation and the control of soil-wash-away “Brown” by the Mulberry tree investment program.

As examples, see below the three categories primary beneficiaries:

### **Example of Beneficiaries**

- People of the Nile Basin as ultimate beneficiaries
- Decision makers as immediate beneficiaries
- Community of interested researchers and stakeholders as participants in the dialogue

### **1.6 Key project milestones**

- Expected Effectiveness Date: 2nd June 2005
- Date of operationalisation: 14th October 2005
- April 2006 – Pre-Launch meeting with PIs
- NTDN Launch, 27th June 2006
- First PSC Members meeting 27th to 28th June 2006
- First project implementation supervision June 2006
- Second Pre-PSC PIs’ meeting 16th – 17th December 2006
- Second PSC Members meeting 18th – 19th December 2006
- Second project implementation supervision December 20th December 2006
- Third project implementation supervision January 2007
- Mid-Term Review: July 2007
- PIs’ Forum on Scoping studies, October 2007
- Joint World Bank /SVPC Supervision: November 2007
- Third Pre-PSC PIs’ meeting, December 2007
- Third PSC Members meeting December 2007
- Joint World Bank/ DfID/SVPC Supervision: June 2008

- NB Countries Participating Institutions complete the Studies with Investment Programs and Policy Briefs on the high-ranked issues of the NB countries: December 2008
- The Benefit Sharing Framework Phase1 completed: January 2009
- The Benefit Sharing Framework ENSAP & NELSAP Case Studies Completed: May 2009
- PI's Forum on Final reports: February 2009
- Fourth PSC Members meeting: February 2009
- Stakeholder Dissemination Workshop 8th – 10th June 2009
- Final Project Supervision Mission 11th – 12th June 2009
- Revised (MTR) project completion date: 31 December 2008 and the Grant Closing date: 30 June 2009

# Implementation

## 2. Implementation

### 2.1 Description of Implementation Setup and Operation

Project implementation setup and operation was done in a consultative manner. Extensive consultations were carried out to ensure that the Project supported, without duplicating, the activities of the SVP Coordination Project, collaboratively function with other SVP Projects and the SAPs, and work closely with the Nile-Sec to contribute towards the NBI impact and the possible maximization of benefits throughout the Nile Basin countries. As an SVP project, its PMU location in Entebbe-Uganda was based on a decentralized approach that aimed at devolution of employment opportunities and ownership for the NB countries

#### *Decentralized Approach*

Options for the implementation arrangements for each of the SVP projects, of which SDBS is one, were reviewed at an Extraordinary Meeting of the Nile-Council Of Ministers (Nile COM) in Khartoum in March 2001 deciding as a basic principle, that the project management units (PMUs) for each of the seven thematic SVP projects were to be located in several Nile basin countries in accordance with a “decentralized approach” to enhance ownership and commitment to the program in the region. In making decision on PMU locations, the Nile-COM took into account issues such as country commitment, project synergies, special expertise and donor relations. In this regard the SDBS project was housed and benefited from the Government of Uganda. **(Project Location and Focal Points see below)**

### **Project Location and Focal Points**

Socio-Economic Development and Benefit Sharing	Key Locations
Project Management Unit	Entebbe-UGANDA
Project Steering Committee	<ul style="list-style-type: none"><li>• Senior Officials of Ministries of Water, Environment, and Finance in the 9 NBI countries</li><li>• PSC-Chair: Uganda</li></ul>
Participating Institutions	CURDES-Burundi, UNIKIN-D.R. Congo, INP-Egypt, IDR-Ethiopia, KIPPRA-Kenya, NUR-Rwanda, DSRI-Sudan, ERB-Tanzania and EPRC-Uganda

At the PMU, there was a team consisting of both international and national staff that worked closely with the Project Steering committee, Participating Institutions, the SVPC, Nile Sec, SAPs, other SVP projects, DFID, World Bank and UNOPS, in the implementation of activities.



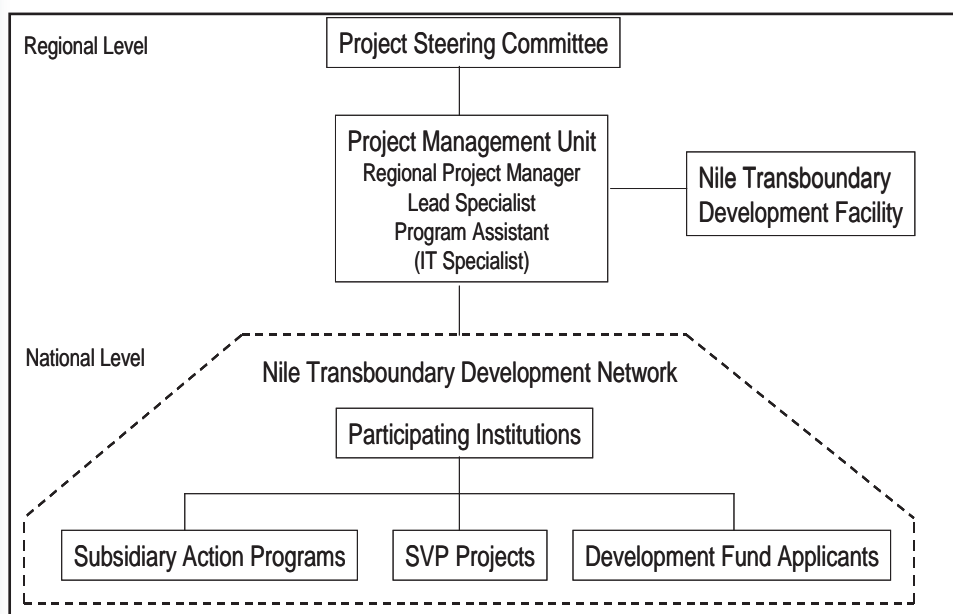
**Table: Key Staff**

KEY STAFF							No. of Extension
Name	Nationality	Gender	Position	Location	Contract Period	Type of Contract	
Recruited Staff							
A PROFESSIONAL STAFF							
A1	INTERNATIONAL STAFF						
1	Dan Temu	Tanzanian	Male	Ex-Regional Project Manager	Entebbe	03.10.05 - 02.04.08	ALD Left the project In May 2008
2	Helen Natu	Kenyan	Female	Regional Project Manager	Entebbe	17.08.06 - 17.07.09	ALD 3
3	Tamene Tirunch	Ethiopian	Male	Regional Lead Specialist	Entebbe	05. 05.08 – 30.06.09	ICA 1
A2 NATIONAL STAFF							
1	Nabende Peter Mumbya	Ugandan	Male	Program Admin Asst.	Entebbe	01.08.05 - 31.12.08	ICA 3
2	Edward Ssenyonga	Ugandan	Male	Driver	Entebbe	01.01.06 -	ICA Passed-away October 2008
3	Callist Habaasa	Ugandan	Male	Finance Officer	Entebbe	01.06.07 - 31.12.08	ICA
4	John Bosco Bampabwe	Ugandan	Male	Research Analyst	Entebbe	11.03.08 - 30.06.09	ICA 1
5	John Baptist Byaruhanga	Ugandan	Male	Driver	Entebbe	01.01.09 – 30.06.09	ICA

## 2.2 Summary of project implementation

As a follow-up on the effective date of 2<sup>nd</sup> June 2005, operationalization and start of serious implementation took-off soon after with the reporting of the 1<sup>st</sup> Regional Project Manager and recruitment of the national staff. The chart below gives an indication of the project design set-up in which the Project Steering Committee is the overall organ.

### CHART-Project Designed Set-up



At the initial stage, the PMU was housed by the Nile Sec to allow re-furbishing of the office building that was then completed by December 2007 and occupied immediately. From therein, the SDBS team implemented project activities that started off with the inception of the Component 1, the NTDN consisting of 9 Participating Institutions (PIs), each representing a Nile Basin country. Activities of PIs as the NTDN were launched and thereafter PIs were clustered in five thematic areas to develop Concept Notes and work plans that enabled them undertake scoping studies (**See Annex on Scoping Studies clusters**). To implement the activities, an *NTDN Manual of Procedures and Guidelines* was developed. This manual was availed in both English and French versions. At the second Pre-PSC PIs' meeting that took place 16<sup>th</sup>

– 17<sup>th</sup> December 2006, and the PSC meeting thereafter, the work plans were discussed and approved for proposal development and Lump sum contract facilitation and implementation. The scoping studies were undertaken in the period of February to July 2007, leading to 9 published documents that are rich with data and scoped-issues relevant to decision makers and investment decisions.

At the stakeholder forum of October 2007, the scoped-out issues were discussed and the top-ranked issues were to be studied in details and policy briefs on investment strategies developed, to facilitate uptake. The forum and pre-PSC PIs' meeting were followed by attendance of the PSC meeting of December 2007, for the PIs to present the 2007 reports and plans of the 2008 activities. The period of April to December 2008 PIs undertook studies on high-ranked issues. The PIs also held cluster workshops, as playing ground for dissemination and capturing views of stakeholders on the ground. To enhance quality of the outputs, a peer review pool of 14 experts was established, with 9 regional and 5 international. The studies on high-ranked issues were peer-reviewed in December 2008 by 5 experts from the pool.

The second PI's Forum that discussed the final reports and improved on the policy frameworks that had been recommended and the Investment strategies that had been suggested was held in February 2009. This led to effective completion in preparation for dissemination.

For dissemination purposes, the documents were published in hard-copy and put on CD. They are also available on the Nile Basin web-site [www.nilebasin.org](http://www.nilebasin.org)

To steer the project, the PSC members held a number of meetings. The SDBS PSC functioned following the *PSC's Manual of Procedures and Guidelines*. The first members' meeting was held 27<sup>th</sup> to 28<sup>th</sup> June 2006, at this meeting the NTDN was officially launched, the report for the initial months of the project was presented and the work plan for the 3<sup>rd</sup> and 4<sup>th</sup> quarter of 2006 was presented for approval. The second PSC Members' meeting was held 18<sup>th</sup> – 19<sup>th</sup> December 2006. At this meeting, the 2006 report was presented and the

2007 plan was presented for approval. At this meeting, also presented were the PSC Members' Procedures and Guidelines for approval. The third PSC Members' meeting took place December 2007. While, the fourth and final PSC Members' meeting was held in February 2009. At this meeting, the scoping studies of 2007 were officially launched, the 2008 final studies on high-ranked issues were received and the Mainstreaming Strategy on SDBS outputs was discussed, as the project was near closure. At this meeting, the PSC received the Benefit Sharing Strategy Stage1. It also gave the way forward to the completion of stage2 and stage3 making the decision, that the funds initially budget for Component2, but returned to the NBTF due to closure of the component should be used towards the completion of the Benefit Sharing Framework.

The activities of the project were closely supervised by World Bank, DFID, Nile Sec and SVPC. The first project implementation supervision was held in June 2006, followed by a second one by 20<sup>th</sup> December 2006. This close supervision in the same year was necessary for the take-off of the project activities. The third project implementation supervision was in January 2007. At this supervision the PMU's role in developing the Benefit Sharing Framework was underlined however, due to time limit only Phase I was to be undertaken. Phase II was to be undertaken under the Institutional Strengthening Project. The supervision was followed by a Mid-Term Review in July 2007. At the mid-term review, the project closure date was amended from 30<sup>th</sup> June 2008 to 30<sup>th</sup> June 2009. After the MTR, a joint World Bank/SVPC Supervision was held in November 2007, followed by a joint World Bank/ DfID/SVPC Supervision in June 2008. This supervision was critical as it led to the return of the Benefit Sharing Framework development activities back to the project that Nile Sec had withdrawn. Quoting Cindy Barman-DFID, at the mission,

(There cannot be Socio-Economic Development and Benefit Sharing Project, without the Benefit Sharing Framework. Cindy Barman, DFID...)

So, the first step in the development of the Benefit Sharing Framework for the Nile Basin countries was put back to the SDBS team. As a follow-up on to

the recommendations of the supervision meeting, the process of developing the Benefit Sharing Framework took place in the 3<sup>rd</sup> and 4<sup>th</sup> quarter of 2008 resulting in Phase1 completion by January 2009. It was presented at the 4<sup>th</sup> PSC meeting of February 2009, at which it was recommended that case studies be undertaken to enhance the understanding. The Benefit Sharing Framework ENSAP & NELSAP Case Studies were completed by May 2009, and presented to the TAC and at the TAC/NBTF dialogue meeting.

A parallel supervision mission was held along with the 2<sup>nd</sup> PIs' forum and 4<sup>th</sup> PSC members' meeting of February 2009. The final supervision mission was held just immediately after the final wider stakeholder dissemination workshop of 8<sup>th</sup> to 10<sup>th</sup> June 2009 that underlined the success of the project and gave three issues as food for thought.

**Block 5**

**Last Supervision Key Issues**

1. Steps towards completion of the Benefit Sharing Framework for the Nile Basin countries (TOR and Proposal developed)
2. Dissemination and Mainstreaming SDBS outputs (Hard copies of Studies made accessible NBI-National Coordinators in each of the countries)
3. Finalization of the Project Completion Report

(see **Block 5** on last supervision key issues)

Dissemination was a key element of the project and therefore, efforts were made at all stages to disseminate the outputs either through the PIs' cluster workshops, individual PI's country workshops, or forums. Overall, the PMU took steps to achieve wider dissemination of outputs. The outputs were disseminated through forums, edited and printed publications were distributed as hard copies and the soft copies were put on the the NBI web-sites. As grant final, there was a wider stakeholder workshop 8<sup>th</sup> – 10<sup>th</sup> June 2009, in Kampala-Uganda.

# Challenges and their Resolutions



## 3 Challenges and their Resolution

The success of the SDBS project was actually a result of the innovative ideas that the team thought to deal with the challenges, especially those within their control. The team faced a number of challenges some of which this report highlights in section 3.1

### 3.1 Challenges faced on the Project Design and Changes Made

- The in-flexibility in the project design became a critical challenge because as an SVP project, one of its tasks was coming up with investment strategies to guide the SAPs' investments. Now by the time the project took root, both SAPs of NELSAP and ENSAP were quite advanced in their investment programs.

The in-flexibility surfaced again in the formulation of policy frameworks on issues analysed to inform decision making. The project design did not build-in follow-up on uptake and implementation of the policy issues that came out in the policy briefs..

- The project take-off was quite a challenge. All the project period of 2005 and 2006 was taken-up by project start-up. i) Setting-up PMU was quite an issue. It was like; *“let's wait for the red-carpet and are we healthy enough!”* There were challenging issues of the “No Objection”, “Contractual Arrangements” etc. ii) office space was an issue that contributed to diminished productivity of staff. *“What concentration could be expected from staff allocated a seat in a procurement office that had traffic in-and-out almost 8hours 6days of the week?”* iii) the set-up of PIs on the operationalization of the Lump sum contract also took productive time. Then, an NTDN Manual of Procedures and Guidelines had to be developed and be understood! On-the-ground activities could only be started in 2007.

- There was the initial difficulty in establishing a common understanding of benefit sharing concept. No meaningful output resulted from the scope-out issues on the Benefit Sharing in the February – July 2007 Studies. The theme had to be cleaned-out from the PIs' clustering. As a result, the project was only able to deliver on Phase I of the Benefit Sharing Framework in the 3rd and 4th quarter of 2008. For a framework that was vital to the project, there should have been a component and with a budget line specific for it? Assuming that the two components the NTDN and NTDF were to bring-out the BSF aspects might not have been well thought through.
- The project staff-set-up overcrowded few heads with too much activity. A project staff set-up of two individuals, focusing on four components (Private Sector Diffusion included) was not easy. There should have been an RPM with two RLS as specialists focused on the project components and a Research Analyst to enhance quality, from the initial stage however, this was not the case until early 2008.
- Marrying Component-based Action Plan to Result-based Action Plan was an issue that took staff back to school. It was pre-occupying and took a lot of staff time training in developing the Result Chain, the Log Frame and Performance Measurement Framework. Then all the three M&E elements had to be adjusted as components were in-built and components were deleted. As if that was not enough, the staff had to prepare and train the Participating Institutions on the same

### **Changes Made**

- Creation of the SDBS/SAPs linkages that enabled the project to deliver on demand-driven activities for the SAPs.
- Involvement of decision makers and stakeholders at all stages of the activities and in the development of the Benefit Sharing Framework, thus taking steps to influence decision making.
- Deletion of components from the Action Plan to create staff focus, such as Component2 the NTDF that had to be closed when it was realized that activities were not likely to be completed in the remaining time. Private

Sector Diffusion component, in-built even without funds was also deleted from the project log frame

### **3.2 Challenges Faced in Implementation and Adjustments Made**

- Additional component without additional staff and funds such as Private Sector Diffusion in NB countries was a challenge. The private sector diffusion into NB activities somehow found its way into the SDBS Log Frame, Result Chain and Performance Measurement Framework. A component that did not even have budgetary allocation to it, found its way into the PIs' Lump sum contracts. This addition created stress on funds and staff time. By the time it was removed, it had taken so much time, eaten into the Scoping Studies funds and caused delays in the actual project designed components. In fact the actual second component, the NTDF was delayed (as staff time was focused elsewhere) so much that it had to be cancelled.
- Trans-boundary conflict in Eastern D.R. Congo made it difficult for PMU's supervision of the one of the Water/Natural Resources cluster study topics on: River Kakoi to Lake Albert watershed.
- The Initial Regional Project Manager's contract ended in May 2008
- The first driver passed-away

#### **Adjustments Made**

- The additional component on Private Sector diffusion in the NB countries had to be stopped to enable staff focus and deliver quality outputs and on time. Thus, the Private Sector diffusion element was removed from the SDBS Log Frame to re-direct the staff and PIs' efforts into the initial project component activities.
- The SDBS-teams' PI-activity supervision could only be limited to Institutional visit made, but not to the field as the Bunia, Djugu and Mahagi watershed region was in conflict.
- The Regional Lead Specialist became Ag. Regional Project Manager to complete the activities of the project.



- Another driver had to be recruited and reported on duty for the period of January to June 2009.

### 3.3 Project Reviews/Evaluations

#### Technical Reviews

*(For details see Annex on Technical Reviews)*

#### A. Informal Review Mission, July 21-26, 2006

A team of the World Bank, the NBI Shared Vision Program (SVP), conducted an informal review mission of the Project at Entebbe, Uganda, July 21-26, 2006. The mission made the following observations and recommendations:

- Finalizing the NTDF Manual of Criteria and Guidelines and launching the Nile Trans-boundary Development Facility was the top priority and the project was expected to be in a position to identify the first grant recipients at the PSC meeting scheduled for December 18-19, 2006.
- The mission recommended that the RPM work with the PIs to develop discussions around each of the five SDBS research clusters in order generate interest and identify potential research collaborators.

**(Actions taken by the PMU are given in Block 6)**

<p><b>Block 6</b></p> <hr/> <p>Action Taken By PMU</p> <hr/>	<ul style="list-style-type: none"> <li>• The NTDF Manual of Criteria and Guidelines was completed in 2007.</li> <li>• The discussions were held between the PMU and PIs which led to the clustering of PIs into 5 clusters that scoped-out issues in the Nile Basin countries (see Annex on Scoping Study clustering)</li> </ul>
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#### B. Supervision Mission December 14th – 20th 2006

A supervision mission to the project at Entebbe-Uganda also participated in the meetings of the PIs and the PSC of the Project. Days prior to and after the meetings, were used to review the meeting materials and the status of the project implementation.

**The following were the key issues:**

- The Regional Lead SDBS Specialist to provide the coordination linkage between the PIs and the SAPs; Initiating Concept Notes on investment issues and involving Short-term consultancies.
- For additional support staff at the PMU, the World Bank requires a proposal and the budget.

(Actions taken by the PMU are given in **Block 7**)

<b>Block 7</b>	<ul style="list-style-type: none"> <li>• The RLS in collaboration with Focal Point PI's team leaders (IDR for EN countries and NUR-Rwanda for NEL countries) visited ENSAP and NELSAP to work through the SDBS-SAP linkages, and agree on SAP demanded study issues.</li> <li>• TORs where developed for the recruitment of a second Regional Lead Specialist and a Research Analyst</li> </ul>
<b>Action Taken by PMU</b>	

**C. DFID Mission of 2007**

At the DFID mission of 2007, the following were key issues raised that contributed to the way forward for the project.

- The concept of benefit sharing (particularly social and economic) had not yet been clearly defined or embedded in the NBI as a whole. This meant that the social and economic impacts and benefits for people living in and around the Nile may get lost in the many complex technical and institutional processes of the NBI. It was vital for the project to address the issue.
- It was clear from the proposals of the PIs that the stress was on the economic, rather than the social dimension, and there was also an emphasis on investment rather than on outreach.
- Lack of criteria and guidance about how the SDBS should mainstream poverty alleviation and gender mainstreaming in the NBI

(Actions taken by the PMU are given in **Block 8**)

<p><b>Block 8</b></p> <hr/> <p><b>Action Taken by PMU</b></p>	<ul style="list-style-type: none"> <li>• The Phase1 of the Benefit Sharing Framework was developed</li> <li>• The project focus was on issues of poverty reduction</li> <li>• The Social dimension was in-build into the project work plan for 2008 that specifically looked into Gender and Youth mainstreaming strategies by the PI-EPRC, Uganda. The study is published and available in hard copy at the Nile Sec library.</li> </ul>
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### C. Mid-term Review July 2007

The Mid-term review was carried out in July 2007 and resulted in a number of recommendations, of which a few had greater influence on the project as listed below. The team recommended the following:

- An NTDN manual to provide procedures and guidelines to select NTDN proposals, similar to the one for the NTDF, was to be sent to the NBI Secretariat and World Bank for review.
- The 1<sup>st</sup> forum for PIs was to focus on (i) specific outputs; (ii) topics with SAP relevance where NBI has comparative advantage (SAPs to participate in forum); (iii) the need to inform national and regional policy; and (iv) the need to review the cluster structure with adjustment as appropriate.
- CI proposals were to be selected as soon as possible and contracts issued no later than October 31, 2007. At least one proposal per country should be selected, but in order to promote a broad range of innovation, two proposals could be considered from some countries. The total number of proposals for the first round of NTDF was not to exceed 15.
- Contract a second lead specialist and at least one Research Analyst to assist PMU with timely project delivery.
- SDBS was to work with the CBSI Project to ensure that outcomes and activities were reported in the NBI Newsletter and that all SDBS stakeholders receive either print or electronic copies of that newsletter.

- All planned activities were to be completed by October 31<sup>st</sup>, 2008 in order to allow time for evaluation and final contract payments before December 31, 2008.

(Actions taken by the PMU are given in **Block 9**)

<p><b>Block 9</b></p> <p><b>Action Taken by PMU</b></p>	<ul style="list-style-type: none"> <li>• As from November 2007 <i>The NTDN Manual of Procedures and Guidelines</i> had been reviewed was made available in both English and French versions.</li> <li>• The i) forum was held in October, 2007. Scoped-out issues were ranked and key ones build into the PIs' work plans for 2008. ii) Demand-driven SAP issues were in-build into the work plans and PI contracts iii) There was a specific section of each PI's contract that focused on policy brief and investment strategy developed as a result of the study to inform national and regional policy iv) the clusters were reduced from initial five to three (see Annex on the clustering for High-ranked issues)</li> <li>• A Pre-selection of CIs Concept Notes gave 17 out of 64, and the final selection gave 14 out of the 17 that had been pre-selected.</li> <li>• Working in collaboration with the communication specialist, the PMU published key Articles in the NBI Newsletter, in addition to e-mailing soft copies to the project stakeholders</li> </ul>
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#### **D. Joint Implementation Review Mission, JUNE 11-12, 2008**

The mission team reviewed the actions taken by the project in response to the recommendations from both the July 2007 Mid-term Review and the December 2007 Implementation Review missions. Based on the progress made by the project and the strengthened in-house capacity of the PMU, the review team provided recommendations which contributed to timely and effective project implementation. A summary of the key recommendations in the form of agreed next steps, as well as the status of implementation are detailed below:

- Procurement of Benefit Sharing Consultancy by August 31<sup>st</sup> 2008.
- Selection of the independent peer review panel for reviewing the PIs draft final reports by July 31<sup>st</sup> 2008.
- PMU team to conduct two supervision missions to each PI in the period of June to November 2008.
- PMU to organize an internal workshop to review the PI's final draft reports by early December 2008.

(Actions taken by the PMU are given in **Block 9**)

<b>Block 9</b> Action Taken by PMU	
	<ul style="list-style-type: none"> <li>• The Benefit Sharing Consultant was procured to develop i) the Stage1, ii) the training module and iii) the training of trainers.</li> <li>• An independent peer review panel for reviewing the PIs draft final reports was set-up consisting of 14 experts of which were 9 regional and 5 out-of-region experts.</li> <li>• The PMU team conducted two supervision missions to each of the 9 PIs however, in the case of UNIKIN-D.R. Congo, the team could not go to the field in the Bunia, and Mahagi water shed as there was fighting in the Eastern part of D. R. Congo</li> <li>• The PMU organized an internal workshop to review the PI's final draft reports by 10<sup>th</sup> to 12<sup>th</sup> December 2008</li> </ul>

### E. Joint Implementation Review Mission, 21 -27 February 2009

#### Agreed Next Steps

There was a joint implementation review mission team that looked at the actions taken by the project in response to the recommendations of the June 11 – 12, 2008 joint project implementation review mission and the project's work plan. Based on the progress made by the project as of June 2008, the mission provided recommendations which further contributed to timely and effective project implementation and delivery of outputs. A summary

of the key mission recommendations/agreed next steps and the status of implementation as of June 2009 are presented below.

- NTDN outputs were to be edited and published, electronic copies were to be made available on the project website and via the NBI electronic library as well as the Nile Information System (Nile-IS), and distribution of paper copies as per the Dissemination Plan
- Procurement of the consultant to undertake BSF case studies and. Terms of reference for phase II of BSF and an action plan for implementation to be made
- Draft project completion report before June 2009

(Actions taken by the PMU are given in **Block 10**)

<p><b>Block 10</b></p> <hr/> <p><b>Action Taken by PMU</b></p> <hr/>	<ul style="list-style-type: none"> <li>• NTDN outputs were edited and published, electronic copies were made available on the project website and via the NBI electronic library as well as the Nile Information System (Nile-IS), and distribution of paper copies as per the Dissemination Plan took place before June 31<sup>st</sup> 2009</li> <li>• Procurement of a consultant to undertake BSF case studies of NEL countries and EN countries was done. The ToT for phase II of BSF and a proposal were developed and handed-over to the Nile Sec.</li> <li>• Draft project completion report was ready by June 2009, however, it has to await the incorporation of the M&amp;E Internal Evaluation input for its completion</li> </ul>
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## Description and Evaluation of Project Achievements

### 4. Description and Evaluation of Project Achievements

#### Internal Evaluation of SDBS

In April 2009, the NBI Secretariat initiated a comprehensive internal evaluation of all NBI programs and projects as part of its efforts through Results Based Monitoring and Evaluation to increase program effectiveness. The first phase of this evaluation exercise the SVP project of Socio-economic Development and Benefit Sharing (SDBS) was among those covered.

Overall, the study aimed at making an assessment of the extent to which SVP has been able to reach its intended target groups (both primary and secondary) at individual project levels, levels of achievement of the intended outcomes and impact, and lessons learnt. The entire evaluation exercise was conducted internally by the NBI, with the help of a short term consultant.

(See **Block 11: SDBS Key Findings**)

#### **Block 11**

##### **SDBS Key Findings of Internal Evaluation**

- SDBS was a well conceived project that focused on bringing clarity and devising means to achieve the overall SVP objective of benefit creation and equitable sharing
- **The project had a very slow start due to delays in setting up of the governance structures and the need for stakeholders to clarify and come to a common understanding of the key concepts and processes. “SDBS was a difficult project, we began understanding its significance when it was coming to an end” – TAC Member**

- Once it was up and running, the project mobilized and galvanized high quality intellectual minds from the region to address key socio-economic challenges in the region
- Outstanding research outputs (scoping studies, high ranked issues Studies, BSF phase 1 etc) have been generated that are likely to contribute to greater knowledge on regional basin-wide needs, opportunities and benefits as well as the mechanisms for sharing them.
- The Benefit Sharing Framework promises to make the NB countries move more confidently in the cooperation at basin and sub-basin levels.
- Unfortunately, the project was terminated prematurely before all the planned activities/outputs were implemented/generated and the outputs fully disseminated to ensure buy-in from potential users and key stake holders.

### **Internal Evaluation's Assessment of Implementation**

- There was a very slow start in implementing the project for a number of reasons including:
  - Slow staff recruitment of core staff : RPM and Lead Specialists
  - Delays in formulating lump-sum agreements between UNOPS AND PIs
- High turnover of PSC members affected understanding, guidance and continuity of what was a highly complex project.
- There was incomplete implementation of the project e.g. NDTF component was cancelled due to time constraint.
- The project did not have adequate staffing throughout the project duration although the situation improved during the 7 months to project completion. This followed the recruitment of a 2nd Lead Specialist and a Research Analyst.
- Despite the gaps, the available staff must be commended for accomplishing a lot within this period.
- Development Partners provided good guidance and input. E.g. DFID was instrumental in bringing back the Benefit Sharing Framework which eventually turned out to be a significant output.



## 4.1 Achievement of Project Development Objectives

### Project Outcome

Frameworks and investment programs that facilitate equitable benefit sharing and leverage socio-economic development in the NB are produced and utilized.

### Output 1.1

Research reports, Policy briefs and Implementation strategies from PIs prepared and disseminated

The preparation research reports, policy briefs and implementation strategies from PIs started with the draft concept notes that were prepared by all the five research clusters on the approved themes of energy, cross-border trade, and water/natural resources management, food security and benefit sharing. These were finalized, reviewed and discussed by stakeholders at five Cluster Workshops across the region between March and May 2007.

As a follow-up on the concept notes, scoping studies were undertaken during the period from February to August 2007, and the findings were a subject of a three-day stakeholder forum in October 2007. The outcome of the forum was the determination of nine high priority research themes for 2008 and the identification of nine themes/issues for policy briefs to be prepared by the PIs. The resulting study reports, investment programs/policy briefs and implementation strategies were discussed at Cluster meetings and stakeholder meetings in the NB countries.

Based on the draft proposals and policy briefs, it was agreed at the December 2007 Pre-PSC meeting to streamline the proposals and briefs into three key thematic areas of agriculture and livelihoods, cross border trade and water/natural resources management, thus continuing with the cluster arrangement, but with three instead of the former five clusters. The Nile Basin Countries' Participating Institutions LSC-2008 studies on key problems of the NB countries were completed by December 2008.

## **The Water/Natural Resources Cluster**

The water/natural resources cluster consisted of the PIs from Rwanda, D.R. Congo and Burundi as PIs that looked at water/natural resources managed. Their aim was to come up with a policy and investment programs that reduce soil degradation by poor watershed management through agricultural or touristic activities.

The Participating Institutions' Studies focused on poverty reduction identified issues that needed to be addressed within each of the three pillars of sustainability, namely environmental, economic and social aspects of NB Countries' development. In the Water/Natural Resources Management, The PI-Rwanda, National University of Rwanda (NUR) with its researchers Prof. Herman Musahara and Prof. Rama Rao undertook a study on: Reduced environmental degradation in the Kagera River Basin, and Investment Programs, and together with CURDES-Burundi and UNIKIN D. R. Congo, has developed the "Brown Water" Policy Framework that benefits from growing of Mulberry Trees, where silk is also produced.



***WASHING AWAY FERTILE SOIL”, Kagera River. The “Brown” Water Policy focuses on water that is brown as it carries soil down-stream due to land degradation and soil erosion***

The Mulberry tree is quite multipurpose. It provides ground cover. It produces berries that can be processed into jam, the leaves can be fed to worms that produce silk and parts of the tree are medicinal.



*“MULTIPLE BENEFITS IDENTIFIED”, The Mulberry Tree*

The Participating Institution for D.R. Congo, University of Kinshasa (UNIKIN) with the researchers Prof. Lukidia Lukombo Benjamin, Kobo Nlandu Roger Antoine, Matanda Makaf Maurice, Nsiala Rama and Ngoma Mbungu Michel looked into enhanced rural livelihood through Management of the Bunia, Djugu and Mahagi Watershed for the Conservation of River Kakoi, Lake Albert and River Nile Waters, and had developed the Integrated Watershed/Lake Water Mgt Strategy that also involves trans-boundary ground cover to reduce soil erosion.

The PI-Burundi, Centre Universitaire de Recherché pour le Development Economique et Social (CURDES) with researchers: Dr. Gilbert Niyongabo,

Mr. Richard Ndereyahaga and Mr. Willy Marcel Ndayitwayeko undertook a study on: Environmental & Social Costs due to Tourism Investments in the NEL countries, and has developed a Cost Minimization management for Tourist sites Strategy

### **The Food Security and Livelihood Cluster**

The Food Security and Livelihood cluster consisted of Participating Institutions from Kenya, Sudan and Ethiopia. The PI-Kenya, Kenya Institute of Public Policy Research and Analysis (KIPPRA) with its researchers Dr. John Omiti, Dr. Lydia Ndirangu, Mr. Nicholas Waiyaki and Dr. Samuel Mwakubo studied: Agric. productivity for enhanced food security by SAP investments, and has come up with i) Food Basket Productivity Policy Framework that focuses on orphan crops and ii) SIO-MALABA-MALAKISI Investment Programs of Aqua Culture Implementation Strategy. Both the orphan crop productivity and the aqua culture structure require a trans-boundary credit facility.

The PI-Sudan, Development Studies Research Institute (DSRI)-University of Khartoum, with the researchers Dr. Ismail Elkhalfa Suleiman, Dr. Ali Abdel Azziz Salih, Dr. Abel Rauof Suleiman Bello, and Dr. Kabbashi Medani Suleiman, in their LSC-2008 studied: Food poverty vulnerability measured to re-direct SAP Investment Programs of Sudan Ethiopia and Kenya, and has come up with i) Trans-boundary Early Warning System for NB countries and ii) Trans-boundary Food Basket distribution strategy

The PI-Ethiopia, Institute of Development Research (IDR) Addis Ababa University with its researchers Dr. Tesfaye Tafesse and Dr. Workneh Negatu looked into: Infrastructures affecting food security of Sudan, Ethiopia and Kenya, and has developed i) Trans-boundary integrated food security/water irrigation infrastructure strategy and ii) Trans-boundary integrated food security/health infrastructure strategy.

### **The Cross-Border Trade Cluster**

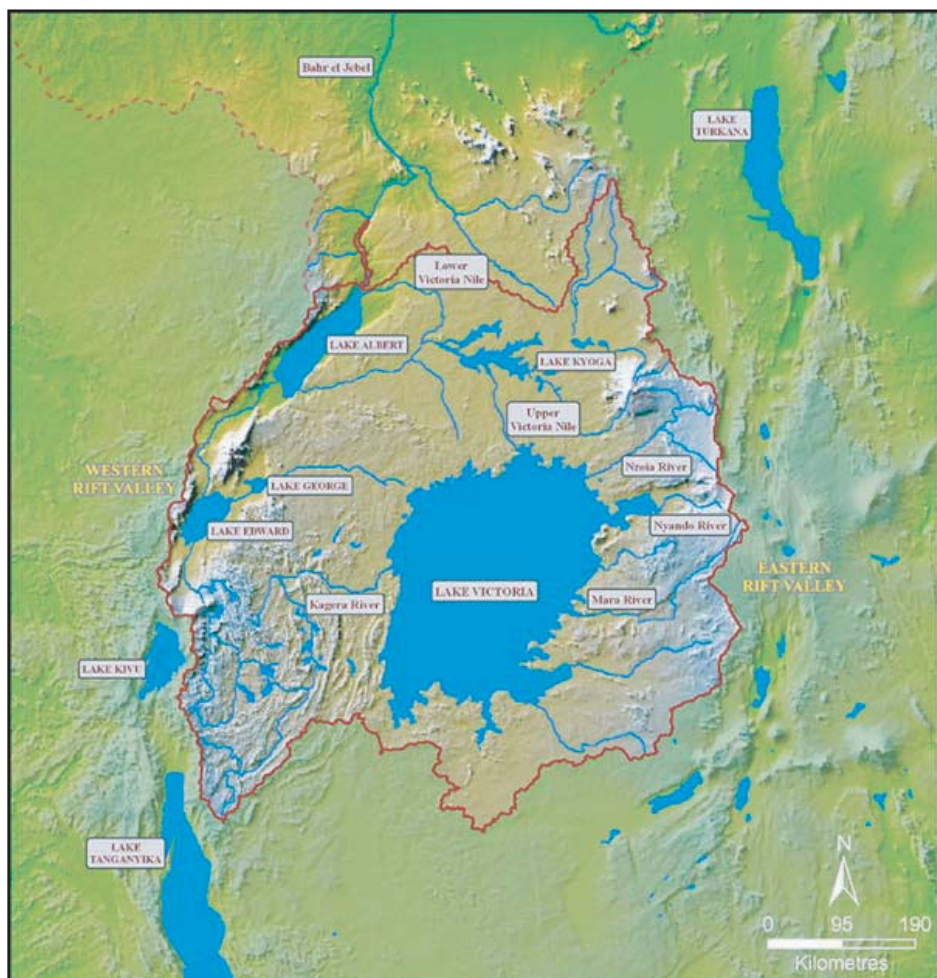
The Participating Institutions of the cross border trade cluster consisted of Egypt, Tanzania and Uganda. The PI-Tanzania, Economic Research Bureau

(ERB) University of Dar es Salaam with its researchers Dr. Haji Hatibu Semboja, Mr. Otieno Osoro and Mr. George Gandye in their LSC-2008 considered: Benefit Maximization for poor communities along the SAPs' regional power trade interconnections in the NB Countries and has developed i) the Benefit Maximization Strategy that utilizes trans-boundary power interconnections to enhance value-addition activities of communities.

The PI-Uganda, Economic Policy Research Centre (EPRC) with its researchers Dr. Frederick Mugisha (PhD), Ms. Madina Guloba (MSc) and Dr. Evarist Twimukye (PhD) undertook a study on: Gender mainstreaming in SAPs' Investment Programs for CBT that reduce food insecurity, and has developed i) an Integrated Investment Strategy to Mainstream Gender youth in trans-boundary market information services, the gender male in transboundary storage/buffer stock management and gender female in trans-boundary value-addition activities. The PI also looked into the LEAF Project Investment Programs, and has developed a Fish Investment Program's Strategy to improve livelihoods of people in the Lakes Edward & Albert basins.

The PI-Egypt, Institute of National Planning (INP) Supervised by the Director Prof. Ola El-Hakim and led by Prof. Ahmad M. Farahat undertook a study on: Physical and non-physical barriers to CBT in the navigation of NEL Ports, and has developed i) the Equatorial lakes ports barrier minimization strategy, and ii) the International fuel prices' economic implications on feasibility of hydropower inter-connections Investment Programs.

Figure: Equatorial Lakes Basin



***“GREAT CBT BENEFITS ON NAVIGATION”***

The study reports were disseminated to over 150 participants (at cluster and stakeholder meetings) amongst which were representatives of Government ministries and relevant departments, civil society and private sector that constituted a core of knowledgeable individuals aware of and in position of appreciating the essence of regional cooperation.

The PMU attended two times in 2008, all individual PI's national stakeholder meetings as well as the cluster meetings.



*PMU at the Cross-Border Trade Cluster Workshop*

## **Output 1.2**

Tools that guide the NB countries on equitable distribution of benefits produced

A link was established between SDBS and the SAPs. The SAPs have presented their requests for support in designing, appraisal and negotiation of investments projects in the ENSAP and NELSAP regions, some of which were factored into the 2008 work plan. NELSAP utilized the Scoping Study findings in preparing its RATP project. NELSAP has also selected two of the proposed NTDF innovative studies, for its Regional Agricultural Trade and Productivity project.

Phase I of the Benefit Sharing Framework development was completed including the BSF draft report, training material on BSF and provision of Training of Trainers (TOT) to key NBI stakeholders however it was found that what the participants required at the material time was the enhancement of their understanding. The result was a team of 36 stakeholders that understood the concept but required proper training to be trainers. The

draft BSF document was developed in close consultation with the SAPs and representatives of the TAC from the nine NB countries, who attended either or both the work planning meeting and the BSF ToT.

### **Output 1.3**

Investment Plan reports complete with Policy briefs and Implementation strategy prepared and disseminated

Investment Plan reports complete with Policy briefs and Implementation strategy were prepared in 2008 and disseminated in 2009. The water/natural resource management cluster completed and disseminated: i) through the PI-Rwanda-NUR the ‘Brown Water’ concept on soil erosion in the Kagera sub-basin of the Nile: Causes, Costs, Consequences and Responses to Environmental Degradation with evidence from Rwanda, and the Entrepreneurship investment program in Kagera River Basin 2009-2011 Sericulture to reverse environmental degradation ii) through PI-D.R. Congo-UNIKIN an investment strategy on carbon credits “*Conformité du PACVP au Mécanisme de Développement Propre (Crédits carbone)*” and iii) through the PI-Burundi-CURDES an Investment Program on Reducing Social, Environmental and Economic Costs of Tourism: Ruvubu National Park.

The Food security and Livelihood cluster completed and disseminated: i) through the by PI-Kenya-KIPPRA the policy brief on Enhancing Agricultural Productivity and Food Security in the Nile Basin, and the investment program Aquaculture Development in the Sio-Malaba-Malakisi trans-boundary basin ii) through the PI-Ethiopian-IDR a Policy brief and its implementing strategy on Water infrastructure and food security in Ethiopia, Kenya and Sudan, and a Policy brief and its implementing strategy on Health infrastructure and food security in Ethiopia, Kenya and Sudan iii) through the PI-Sudan-DSRI an Early Warning System (EWS) proposal, and a Small grain Baskets Investment Project in Trans-boundary areas of Ethiopia and Sudan.

The Cross border trade cluster completed and disseminated through the Egypt-PI-INP, i) a policy brief on Equatorial Lakes Ports Development and



Implementation Strategy ii) The Tanzania-PI-ERB a Policy Brief on benefit maximization in Agriculture Production value addition and Creative Industries in the Rural Villages in the Nile Basin countries iii) the Uganda-PI-EPRC an Integrated Investment Strategy to Mainstream Men, Women and Youth in Cross-border Trade in the Nile Basin countries and an Investment Strategy to Improve Livelihoods of People in the Lake Edward and Albert Basins.

### **Output 1.4**

Human resource capacity on the mechanisms and principles developed, built

The human resource capacity on the mechanisms and principles developed was built by the project in two aspects.

- The team leaders of the Participating Institutions, Project Administrative Assistant and Finance Officer were trained in Result-based Monitoring and Evaluation
- A group of 34 SDBS Stakeholders were trained in the Benefit Sharing Framework Concept

## **4.2 Contribution to the NBI vision**

### **The SDBS Impact**

Reduced poverty in the NB countries through implementation of relevant trans-boundary policy frameworks and investment programs

Contributes to the short-term outcomes of the NBI vision listed below:

- Increased joint and trans-boundary investments in the Nile Basin. Investment Programs and strategies have been developed that are mutually beneficial to the Nile Basin countries
- Enhanced basin- wide capabilities and capacities based on best practices, on trans-boundary issues in all themes and sectors. Capacity was developed in the teams of Participating Institutions on Result-based System of Monitoring and Evaluation. It was also enhanced in the SDBS stakeholders on the Benefit Sharing Framework concept

- Increased convergence of legal, regulatory and policy frameworks of NB countries on trans-boundary issues in all themes and sectors. The convergence has been achieved through the trans-boundary clustered thematic SDBS project outputs of the Participating Institutions that have released possible to implement Investment Program Strategies and utilizable policy briefs.
- Enhanced appreciation of cooperative action among countries. The enhancement is through development of the Stage1 of the Benefit Sharing Frame that gives the conceptualization and understanding. Should the remaining two stages be complete and the Benefit Sharing Framework is operational to give baskets of trans-boundary benefits to be shared, then there should be enhanced appreciation of cooperative action among countries

### **4.3 Project Efficiency**

- The project achieved approximately 67% in the financial performance for the activities of 2006/07 and 93% for the activities of 2008/09.
- The project achieved approximately 73% in the technical performance of the activities of 2006/07 and 100% for the activities of 2008/09

The project took steps to be efficient and effective both financially and technically. Each dollar was spent on an activity that had critically been looked at by the stakeholders and peer-reviewed.



#### *“WHAT ISSUES KEY TO NB COUNTRIES?”*

*A section of the October 2007 Stakeholder Forum that entailed representation from SAPs, NBD, Nile Sec, PIs, other SVP projects etc, that critically looked at the PIs Scoping Studies and ranked the key issues for detailed 2008 studies*

#### **4.4. Unexpected/ Ancillary Results achieved and their significance**

##### **a) Poverty impacts**

- Opportunity lost as a negative impact: the NTDF experienced slow start due to having to establish manual of criteria and guideline prior to announcement, slow initial response from applicants, strict screening procedure, and not enough human resources at the PMU. As if that was not enough, private sector was added to the SDBS-Log frame. The NTDF-component was later cancelled, and some of the proposals considered by the SAPs for implementation, as these were relevant to the investment programs. The significance is that

this was an opportunity lost, which would have benefited from the local level groups of NGOs, CBOs & Private Sector that could have come up with innovative ideas on poverty reduction.

- Limit in results as both negative and positive impact: The Clusters were reduced to three in order to focus on priority socio-economic issues of the NB region that are likely to have greater human development impacts. The Significance was that this produced more focused results on one hand in the three thematic clusters of focus. On the other hand, this did limit results that could have otherwise achieved in the two clusters of Benefit Sharing and Energy that had been eliminated,

**b) Gender impacts**

- Inclusion of youth in the gender mainstream into CBT is an excellent idea, an ancillary result achieved, which if implemented is likely to reduce the dependence of youth that usually enhances poverty in many NB countries' households

**C) Unexpected institutional or human development impacts**

- A strong trans-boundary bond developed between the PSC members, the PMU team and between the Participating Institutions.

## Mainstreaming & Sustainability



### 5. Mainstreaming & Sustainability

#### 5.1 Transition arrangements and sustainability mechanisms

The participatory nature of this project ensures sustainability because:

- The involvement of the Nile Basin countries' research institutions led to building of capacity within these centers of excellence which will outlive the project and can continue to be tapped by the RBO in research and policy analysis. The Participating Institutions could an asset to the ISP and RBO in its organization of the Nile Basin Development Forum activities.
- Project outputs (research studies, investment programs and policy briefs) are likely to influence Nile Basin countries in the design and development of regional investment projects and in adopting recommended best practices for national/regional long term development.
- Greater integration attained through implementation of the recommendations arising from technical studies and research undertaken by the NTDN is likely to continue long into the future with great potential for enhancement of the quality of life of people in the NB countries.
- The BSF phase I is expected to create a common understanding on benefit sharing and inform the development and implementation of joint regional and sub-regional programs/projects.
- The trainees of the Benefit Sharing Framework could help to enhance the understanding of the framework in the Nile Basin countries.

In February 2009 at Entebbe-Uganda, during the 4<sup>th</sup> and last SDBS Project Steering Committee meeting, the members identified actions for SDBS outputs' sustainability.



*“WHAT OUTPUTS TO BE MAINSTREAMED & SUSTAINED?” PSC Identifying Actions for SDBS-Outputs’ Sustainable Entebbe-Uganda, February 2009*

## 5.2 Assessment of Risks to Sustainability of Outcomes

- a) What are the risks that the transition and sustainability mechanism will not work as intended?

The risks that the transition and sustainability mechanism will not work as intended are that

- There might be scarcity in funding.
- The commitment of the thin-on-the-ground personnel might be minimal, coupled with divided attention.
- The transition might leave out key outputs

- b) What are the measures in place to manage the risks?

- An RBO Log frame that entails key expected outcomes and a committed TAC.

## Finance and Procurement

### 6. Finance and Procurement

#### 6.1 Project costs and financing

Table 6a: Project cost by component (USD '000s)

Component	Appraisal estimate	Latest formally revised estimate	Actual or latest estimate	% of appraisal estimate
Component 1	2324	2124	2,108	99.2
Component 2	811	811	28	3
Component 3	1088	1288	1,284	99.7

Table 6b Budget implementation by funding sources (USD '000s)

Source of Funding	NBTF		Other Partners		Country Contribution	
	Planned	Actual	Planned	Actual	Planned	Actual
Total Budgeted	8,590	3,880			770	340
Total Disbursed		3,761				340

**Table 6c: Budget implementation by Category of the Grant Agreement, using the last amended category (USD '000s)**

Category (according to Grant Agreement and Amended Agreement, if applicable)	Original Grant Amount	Latest formally revised grant amount	Disbursed	Remaining	Remark/Issues
Goods		80.5	75	5.5	Retention amount the contractor has some items to replace to complete the work
Consultants' 100% Services including 9,130,000 Audit Fees and Agent's Fees		2,840.3	2,774	66.3	An amount to clear the terminal benefits and separation costs to the project staff
Training and Workshops		751.3	28	723.3	The amount was transferred back to the NBTF
Operating costs		550.4	543	7.4	The amount is for clearing the outstanding bills
Goods		0.5			

## 6.2 Financial Management

**Project Services Agency-UNOPS:** The NBI entered into a partnership with the United Nations Office for Project Services (UNOPS) to facilitate smooth operations, to maintain and enhance dialogue between the Nile riparians, and to further the project's development objectives. UNOPS had to oversee the daily management of the project PMU in order to facilitate local contracting,



fund management, local procurement, disbursement, program administration and project-level monitoring. Specific management services agreements between the NBI and UNOPS outlined the services to be provided for the project. The project did not experience much problem with this aspect of financial management. Disbursement especially of the PIs' tranches was promptly facilitated.

### **6.3 Procurement**

The specific management services agreements between the NBI and UNOPS outlined the services to be provided for the project, in the general framework of the generic terms of reference for a PSA adopted for the Shared Vision Program<sup>1</sup>. Initially, UNOPS posted a senior advisor, a finance/administrative officer and two locally recruited administrative personnel to the NBI at the NBI Secretariat in Entebbe to support the program as a whole. Since SDBS had set-up a Project Management Unit, the PMU in collaboration with UNOPS facilitated procurement and financial management. When disbursing the PIs' Tranches of Lump sum contracts in countries with difficult banking system, and where there was no other SVP-PMU, UNOPS worked closely with UNOPS office in that country or UNDP to facilitate access to funds for activities by the PIs. Initially, overall management from UNOPS was from the headquarters in New York however, it then moved to Copenhagen, but continued to draw upon its extended network of office in Nairobi-Kenya for the SDBS activities. The project did not experience serious problems, except on occasions when UNOPS and World Bank procedures were not synchronized in totality. In addition, the two procedures took little bit of procurement time.

#### **Comments**

- The preparation of contracts and the disbursement of tranche funds for consultants to each PI's activities were prompt.
- However, there were problems with the ATLAS system. Now and then it would be down and this lead to delays.

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1 Nile Council of Ministers, ninth annual meeting, Cairo, February 2002

## **Management Performance, Partnerships and Networking**

### **a) Overall project successes**

- A PSC team that innovatively thought through and guided the operationalization
- The project successfully established a functioning Nile Trans-boundary Development Network that delivered outputs on trans-boundary activities.
- A strong PMU team that networked with SAPs, other SVP project and the stakeholders in the Nile Basin countries.
- Good outputs in form of study reports, policy briefs and investment strategies came out of the project activities that should contribute to the NBI's result chains' overall impact in the NBI countries
- A Phase 1 of the BSF-for-NB countries was developed

### **b) Strength and weaknesses**

- The strength is attributed to the NB countries centers of excellence (Participating Institutions) in applied research and policy analysis.
- The collaborating working that had been build into the SDBS-team created focus and therefore delivering on results.
- The weakness expressed itself in the lack of prior conceptualization of the initial project design.

### **c) Challenges of the entire project management structure**

- Too many clearing houses that though prompt in their clearing activities contributed to delays: This is how it worked. First, build the planned activities into the log frame and GANTT to the comfort of the Nile Sec M&E. Second, seek approval from the PSC members at their meetings. Third, request for the World Bank's "No Objection then lastly seek UNOPS' release of funds. This clearance consumed time.

### **d) Partnerships built and how these will continue to benefit the project target groups**

- Partnerships with the NGO through the NBD stands to benefit the project target groups, as the NBD is likely to pursue the dissemination of SDBS outputs

- Partnership with UNECA (United Nations Economic Commission for Africa) is ready to put to ground the outputs of the PIs’ study on gender mainstreaming to the African communities involved in cross border trade.

**e) Comments on development partner inputs**

- The development partners, thus World Bank and DFID contributed positively to the success of the project.

**Risks and Assumptions**

<b>PAD stated Risks</b>	<b>Risk</b>	<b>Did Risk Materialize?</b>	<b>Sufficiently considered during implementation?</b>
From Outputs to Objective	Nile countries do not remain actively engaged	No	PSC Members, TAC and Stakeholders were sufficiently and actively involved
	Coordination among SVP project is not effective in ensuring basin-wide coordination	No	Sufficiently undertaken under the SVPC Project
	Outputs are not implemented and do not result in tangible benefits on the ground	No	Beyond the Project Life-time
	Work on benefit sharing carried out through the Project is politically unacceptable	No	The BSF Phase 1 politically acceptable to PSC Members; NB countries’ TAC; and the Stakeholders’ at the meeting, that entailed, parliamentarians, NGOs, and private sector.

From Components to Outputs	Annual meetings do not generate specific outputs that would guide regional development	No	Pre-PSC PIs' meetings; PIs' Cluster dissemination workshops; PIs' individual country dissemination workshops; PIs' Forums; PSC meetings; etc sufficiently generated specific outputs that should guide regional development when implemented.
	Research cooperation remains limited to PIs	No	<ol style="list-style-type: none"> <li>1. Inclusion of basin experts in PIs'-teams for quality output</li> <li>2. Out-of-basin research consultants</li> <li>3. Regional and International Reviewers for the quality of the research outputs.</li> </ol>
	Lack of capacity of the Participating Institutions	<p>Yes</p> <ol style="list-style-type: none"> <li>1. The initial PI-Sudan team composition consisted mainly of sociologists / anthropologists, even after efforts to have inclusion of economists for policy analysis.</li> <li>2. The initial PI-D. R. Congo team composition not strong in policy analysis and was located in the ministry</li> </ol>	<ol style="list-style-type: none"> <li>1. Change in PI-Sudan From Faculty of Commerce, Economic and Social Studies, Al Nileen University, Khartoum-Sudan To Development Studies Research Institute (DSRI) University of Khartoum-Sudan</li> <li>2. Change in PI-D.R. Congo From the Ministry's Direction de la Coordination de la Recherche, Kinshasa-Selembao To University of Kinshasa</li> </ol>

## Disposition of project products and assets

A: Disposition of Project Produced	Contribution to Outcomes	Dissemination/ Mainstreaming
Project Appraisal Document Project Implementation Manual PSC Procedures and Guidelines	Contributed to outcomes by facilitation of the implementation process	To Nile Sec
NTDN Manual of Procedures & Criteria (English and French Versions)	Contributed to outcomes by enhancing the operational aspects of the PIs	To ISP and permanent RBO
NTDF Manual of Criteria and Guidelines(English Version)	Not utilized as component was closed	To ISP and permanent RBO
1. A scoping study on issues of Water/ natural resources management, and cross-border trade 2. Study report on: Policies to reduce social and environmental costs of trade in tourism services in the Nile Basin countries 1. A scoping study on issues of Water/ natural resources management 2. Study report on: Amelioration des conditions de vie en milieu rural de Bunia, de Djugu et de Mahagi das le district de Pituri	1) The scoping studies contributed to outcomes by smoking-out NB countries' issues to be ranked for focused study. They also provided data for DSS 2) ) The topical studies contributed to outcomes by providing data for DSS, policy briefs for decision makers and investment program strategies for on-the-ground activities.	To NBI, SAPs, NBI Countries, NBI Institutions, Stakeholders, International Organizations

1. A scoping study on issues of Energy, and Cross-border trade		To NBI, SAPs, NBI Countries, NBI Institutions, Stakeholders, International Organizations
2. Study report on: Physical and non-physical barriers to cross-border trade in the navigation of the river Nile		
3. Study report on: Implications of fuel prices on the feasibility of ENSAP hydropower interconnection project		
1. A scoping study on issues of Benefit sharing and Food Security		
2. Study report on: Infrastructure and food security in the Nile Basin region: A case study from Ethiopia, Kenya and Sudan		
1. A scoping study on issues of Food security and Energy		
2. Study report on: Low agricultural productivity and food insecurity in the Nile Basin countries		
3. Study report on: Aquaculture development in the Sio-Malaba-Malakisi trans-boundary basin		
1. A scoping study on issues of water/ natural resources management, and Energy		
2. Study report on: Policy on «brown» water due to environmental degradation and/the sustainable resource use in the Nile Basin countries		
1. A scoping study on issues of Food Security		
2. Study report on: Food poverty vulnerability index analysis for the Nile Basin region (Ethiopia, Kenya and Sudan		
3. Study report on: The rationalization of discount rates for economic analysis of water resources and related benefits in ENSAP		
1. A scoping study on issues of Energy and cross-border trade		
2. Study report on: The impact of regional power trade on poor communities in the Nile Basin countries		
3. Study report on: The rationalization of discount rates for economic analysis of water resources and related benefits in NELSAP		
1. A scoping study on issues of cross-border trade		

2. Study report on: Gender and youth dimensions in cross-border trade and investment in the Nile Basin countries		
3. Study report on: Investment strategy to improve livelihoods of people in the Lakes Edward and Albert basins		
A: WATER AND NATURAL RESOURCES MANAGEMENT CLUSTER (Rwanda, Burundi, and D.R. Congo) Policy Briefs, Implementation Strategies and Investment Programs	Summarized reports for easy and quick decision making	To NBI, SAPs, NBI Countries, NBI Institutions, Stakeholders
B: FOOD SECURITY AND LIVELIHOOD CLUSTER (Kenya, Ethiopia and Sudan) Policy Briefs, Implementation Strategies and Investment Programs		
C: CROSS BORDER TRADE (Egypt, Tanzania and Uganda) Policy Briefs, Implementation Strategies and Investment Programs		
1. The Benefit Sharing Framework Stage1	A step towards developing and operationalisation of the Benefit Sharing Framework for cooperation in NB countries. A module for training to enhance the understanding	To NBI, SAPs, NBI Countries, NBI Institutions, Stakeholders
2. The Benefit Sharing Case Studies		
3. The Benefit Sharing ToT Manual		
<b>B: Disposition of Project Assets</b>		
1) All project assets (except for one computer to D. R. Congo) to be handed-over to the Nile Sec with assistance of the TAC-Uganda		
2) The computer purchased for the PI-D.R. Congo is to remain in that member country and handover to be done by TAC-D.R. Congo and NPC-CBSI		

## Lessons and Recommendations

- There was no component in the original project design that specifically gave focus to the development of the Benefit Sharing Framework. As a result, this element did not receive the attention it required from the beginning.
- The SDBS project was under-staffed from the beginning. MTR approved the

recruitment of a second Lead Specialist and a Research Analyst to support activities for SAPs and the NTDF activities respectively. Had this decision been made earlier, it would have enhanced implementation and stronger collaboration and support to the SAPs. The recommendation is that alternative/innovative recruitment methods be applied exceptionally whenever required to accelerate project implementation and prospects for success.

- The complexity of the project was not adequately understood during design and hence over expectation from limited resources, especially human and time.
- Strong follow-up and monitoring of the PIs activities contributed to the timely delivery and improved quality of the outputs.
- Independent review of reports provided an opportunity to improve on the quality of the research outputs.
- Strengthening the Network by encouraging communications among the PIs helped to sustain project activities and benefits.
- PMU team cohesion and commitment to team work are critical to better and speedy achievement of results.
- The project's activities, especially those related to the BSF, are at the heart of the NBI, and should have been given more emphasis and time to bring them to their fruitful conclusion. It is recommended that ways and means be found to complete stages 2 and 3 of the Benefit Sharing Framework.



# Annexes

## Annex 1 - Project Log-frame

RESULTS	INDICATORS	ASSUMPTIONS & RISKS
<b>Impact</b>		
Reduced poverty in the NB through implementation of relevant trans-boundary policy frameworks and investment programs	1] Poverty index 2] Number of trans-boundary policies that address the high ranked problem/issues identified by the scoping studies	NBI Countries committed to Cooperative Development.  Trans-boundary Conflict Management.
<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Assumptions and Risks:</b>
Frameworks and investments programs that facilitate equitable benefit sharing and leverage socioeconomic development in the NB are produced and utilized	1] Proportion of experts and policy makers involved in dialogue, contributing to the wider understanding of benefit creation and sharing. 2] Proportion of joint investments where equitable benefit sharing mechanisms developed are integrated	Willingness and commitment of NBI countries to apply common frameworks and undertake joint investments
<b>Outputs</b>	<b>Indicators</b>	<b>Assumptions and Risks:</b>
1.1 Research reports, Policy briefs and Implementation strategies from PIs prepared and disseminated	1] Number of Research reports prepared and disseminated 2] Number of policy briefs by type <sup>1</sup> prepared and disseminated. 3] Number by type <sup>2</sup> of implementation strategies developed and disseminated	Policy makers support the policy proposals.  Effective communication strategy in place to promote the utilization of the tools and frameworks disseminated.
1.2 Tools that guides the NB countries on equitable distribution of benefits produced	Number of tools produced that guides the NB countries on equitable distribution of benefits.	
1.3 Investment Plan reports complete with Policy briefs and Implementation strategy prepared	Number of Investment Plan reports accompanied with the Policy brief and Implementation	

<sup>1</sup> Type refers to whether from the Scoping study (2007) or from the Main study (2008).

<sup>2</sup> Type refers to whether from the Scoping study (2007) or from the Main study (2008).

and disseminated	strategy prepared and disseminated	
1.4 Human resource capacity on the mechanisms and principles developed, built	Number of staff trained on and that can train others on the principles and mechanisms developed.	
<b>Activities</b>	<b>Activities Indicators</b>	<b>Assumptions and Risks:</b>
1.1.1 Basin-wide networks working on tools, principles and mechanisms for cooperative development projects increased.	1] Number of PIs effectively undertaking NBI countries' activities through networking. 2] Number of functional collaborative linkages.	PIs Commitment to cooperative development. Effectiveness of the Networks.
1.2.1 Participating and collaborating institutions undertaking activities on benefit identification, creation and sharing.	1] Number of PI/CIs producing reports on activities undertaken 2] Number of Products meeting TORs of contracts	Governments/ NBI commitment to Network Development.
1.3.1 Functional Nile Trans-boundary Development Network established.	1] Number of PIs signing contracts 2] Number of PIs completing trans-boundary studies with findings.	PIs commitment to Network Development.
1.4.1 Training workshops conducted for staff on mechanisms and principles of equitable benefit sharing	Number of TOT workshops on mechanisms and principles conducted	

**Annex 2 - Key performance indicators of PAD**

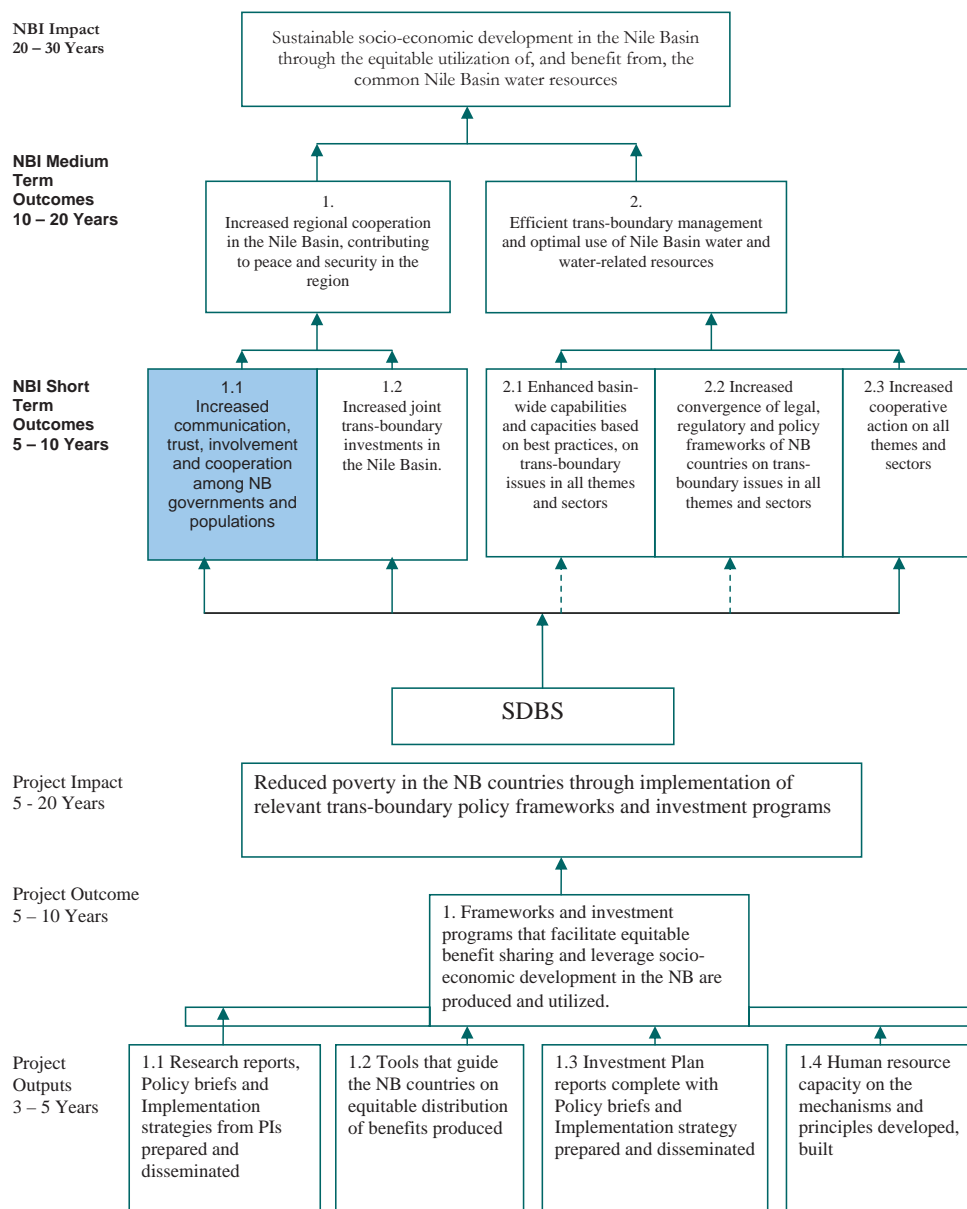
<b>SDBS-PAD</b>	<b>PERFORMANCE INDICATORS</b>
1	A basin-wide process for identification, analysis and promotion of options for maximizing trans-boundary benefits is created and utilized by the Nile riparians to inform future projects and programs.
2	Nile riparians have integrated the concept of benefit sharing into policy statements.
3	Tools, principles and mechanisms needed for the preparation and implementation of cooperative development projects and programs are identified for use by the Nile riparians.

Annex 3 - Results achieved by outcome and output

RESULTS	TARGETS		ACHIEVED	GAPS LEFT & REASONS	REMARK
	ORIGINAL	REVISED			
1.1 Research reports, Policy briefs and Implementation strategies from PIs prepared and disseminated					All the nine PIs completed their reports; & Dissemination
	1) Decision Makers 2) SAPs 3) NBI Institutions	Same	18 reports with Investment Strategies and Policy Briefs		Each thematic research report has policy briefs; & Dissemination
					Each thematic research report includes implementation strategy; & Disseminated
1.2 Tools that guide the NB countries on equitable distribution of benefits produced	1) Decision Makers 2) SAPs	Same	Benefit Sharing Framework Phase I completed		The BSF Stage 1 on conceptual framework completed
1.3 Investment Plan reports complete with Policy briefs and Implementation strategy prepared and disseminated	1) NBI Governments 2) SAPs 3) NBI Institutions	Same	9 PIs' study reports complete with Investment Strategies		
1.4 Human resource capacity on the mechanisms and principles developed, built	1) NBI Stakeholders	Same	Trained in RB M&E and Benefit Sharing Framework		34 people drawn from the SAPs, Nile Sec, Nile TAC, SDBS PSC, PIs and SDBS PMU were trained on BSF in January 2009

1.1.1.1 Basin-wide networks working on tools, principles and mechanisms for cooperative development projects increased.	1) Participating Institutions 2) Collaborating Institutions	Only Participating Institutions	9 PIs' study reports complete BSF Stage1 developed	No CIs Innovative Ideas were developed because the NTDF Component was closed	
1.2.1 Participating and collaborating institutions undertaking activities on benefit identification, creation and sharing.	1) Participating Institutions 2) Collaborating Institutions	Only Participating Institutions	9 PIs Undertook Activities	No CIs undertook studies on Innovative Ideas because the NTDF Component was closed	
					Includes the development of BSF Phase-1
1.3.1 Functional Nile Trans-boundary Development Network established.	Participating Institutions	Same	NTDN Functional		Scoping studies + Final studies
1.4.1 Training workshops conducted for staff on mechanisms and principles of equitable benefit sharing	1) NBI Staff 2) NBI TAC 3) PSC Members 4) PIs	Same	Trainings undertaken		-Training on RBS M&E  -TOT workshop on BSF

Annex 4 - Key Project Results contributing to NBI Vision



Annex 5: Mainstreaming and Sustainability Roadmap

Socio-economic development and Benefit Sharing (SDBS) Project							
Assets/Outputs			Mainstreaming and Sustainability				
Type	List of Outputs	Completion timeframe By Project	Importance	Proposed Methodology	Location	Responsibility	Timeframe
2 Networks and Goodwill	Project Steering Committee (PSC) - 20 members (two from each of the nine NBI member countries and one from each of the SAPs- ENSAP & NELSAP)	Feb. 2009	Members have knowledge and developed capacity on NBI and SDBS issues representing an investment by the project.	Retain involvement of members for advocacy in their respective countries	NB countries	Nile-Sec PSC members	Starting from July 2009

Participating Institutions (PIs) One from each of the Nine Nile Basin countries	Feb. 2009	Centers of excellence selected by the NB countries and involved in teaching, research, technology development, policy & capacity development, etc in the field of socio-economic development and benefit sharing	Since PIs are NB Countries' centers of excellence in policy analysis and applied research, then the Nile Sec could sign a collaborative MOU in which PIs continual undertaking studies that form the basis for decision making in the NB countries. In addition, the PIs could coordinate the annual Nile Trans- boundary Development Forum (NTDF) event which brings together researchers on water/natural resources issues. The liaison could be through one of them as appointed by the PIs themselves on an annual basis. The liaising PI links PIs with the Economists at the Nile Sec, ENTRO and NELCU. In addition, the liaising PI could attend the TAC meetings as an observer.	PIs liaised with Economists at Nile-Sec ENTRO and NELSAP	ISP	Starting from July 2009
International Peer Reviewers of the PIs studies (Pool of 14)	Dec. 2008	Resource persons for future similar exercises	Include them in NBI roster (areas of expertise, address)	Nile-Sec	Nile-Sec	July 2009

	Trainers; over 36 trained On Benefit Sharing Framework		Resource persons in the NB countries	NBI conducts evaluation of capacity of trainers and provide further training as appropriate	Nile-Sec ISP	HSPM	Starting from July 2009
Trainees (over 90 people approx 10 per country on PIs research themes)		Resource persons in the NB countries					
National and international Consultants (3) • Two International • One National		Resources to NBI to provide consultancy services as necessary					
Project professional Staff (4) • ARPM/RLS • RLS • RA • Driver		Resource persons for NBI to provide professional services as necessary					



Assets/Outputs		Mainstreaming and Sustainability					
Type	LIST OF OUTPUTS	Completion timeframe By Project	IMPORTANCE	PROPOSED METHODOLOGY	LOCATION	RESPONSIBILITY	Timeframe
Knowledge Products	NTDN manual of procedures and guidelines	2008	It includes data/information and guidelines on the selection and contracting of Participating Institutions for undertaking research activities	Keep copies with ISP and Nile-Sec	Nile-Sec ISP	Nile-Sec ISP	May 2009
	NTDF manual of criteria and guidelines	2008	It includes data/information and guidelines on the selection and contracting of Collaborating Institutions for undertaking innovative studies	Keep copies with ISP and Nile-Sec	Nile-Sec ISP	Nile-Sec ISP	May 2009

<sup>4</sup> For knowledge products, the Nile-IS formats, timeframe and other requirements will be followed for uploading. The KM Specialist, will follow-up with the projects for effective and timely downloading.

Scoping studies (9 reports - one from each of the Nine Nile Basin countries)	July 2007	They provide data/information and analysis on selected themes relevant to socio-economic development and benefit sharing	Disseminate hard copies to NB countries, Nile-Sec, SAPs Upload soft copies on NBI website and Nile-IS	NB countries, Nile-Sec, SAPs	Nile-Sec	May 2009
Participating Institutions thematic studies final reports (9 reports – one from each of the Nine Nile Basin countries)	Editing and publishing May 2009	They provide data/information and analysis on selected themes relevant to socio-economic development and benefit sharing	Disseminate hard copies to NB countries, Nile-Sec, SAPs Upload soft copies on NBI website and Nile-IS Possibility of presentation at the Final Stakeholder Workshop	NB countries, Nile-Sec, SAPs	Nile-Sec	June 2009
Cluster Reports on Food Security, Cross-Border Trade, and Water and Natural Resources management Clusters (3reports - one from each Cluster)	Dec. 2008	They provide data/information and analysis on Cluster activities relevant to socio-economic development and benefit sharing	Disseminate soft copies to NB countries, Nile-Sec, SAPs	NB countries, Nile-Sec, SAPs	Nile-Sec	June 2009

	<p>Cluster Policy Briefs, Investment Programs and their Implementation Strategies on Food Security, Cross-Border Trade, and Water and Natural Resources management Clusters (3reports - one from each Cluster)</p>	<p>Dec. 2008</p>	<p>They provide Policy Briefs; Investment Programs and their Implementation Strategies for uptake by SAPs, relevant Ministries; Institutions and Stakeholders focused on socio-economic development and benefit sharing</p>	<p>Disseminate soft copies to NB countries, Nile-Sec, SAPs Possibility of presentation at the Final Stakeholder Workshop</p>	<p>NB countries, Nile-Sec, SAPs</p>	<p>Nile-Sec</p>	<p>June 2009</p>
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**Socio-economic development and Benefit Sharing (SDBS) Project**

Project	Assets/Outputs				Mainstreaming and Sustainability			
	Type	List of Outputs	Completion timeframe By Project	Importance	Proposed Methodology	Location	Responsibility	Timeframe
SDBS	Knowledge Products	Basin Benefit Sharing Framework Stage 1 Final Report	Editing and publishing May 2009	It provides common understanding on benefit sharing in the context of the Nile River Basin	Disseminate hard copies to NB countries, Nile-Sec, SAPs Upload soft copies on NBI website and Nile-IS Possibility of presentation at project Final Stakeholder Workshop	NB countries, Nile-Sec, SAPs	Nile-Sec	June 2009
		Basin Benefit Sharing Framework Stage 1 – Training Module	Editing and publishing May 2009	It provides a TOT module for training on BSF concepts for common understanding on benefit sharing in the context of the Nile River Basin	Disseminate hard copies to NB countries, Nile-Sec, SAPs Upload soft copies on NBI website and Nile-IS	NB countries, Nile-Sec, SAPs	Nile-Sec	June 2009



Annex 6 – List of trainings conducted and evaluation results

Area/Topic of Training	VENUE	DATE	NUMBER OF TRAINEES	Level of satisfaction based on evaluation made
RBS-M&E	Entebbe-Uganda	October 2007	15	Good
BSF-ToT	Addis Ababa-Ethiopia	January 2009	36	Good (At the material time, this became a training on enhancing the understanding of the Benefit Sharing Framework as many of the participants did not have prior knowledge to become trainers after that encounter)

Annex 7 - Budget implementation by Outcome and Output (USD '000s)

Nile Basin Initiative

Socio-Economic Development and Benefit Sharing

UNOPS - Project Numbers 00039602/00044501 - 00044503

Total Cumulative up to End of June 2009

Line Component . Sub-component . Activity	Description	Total Budget	Cumulative Expenditure	Balance
	UNOPS Project Number# 00044501			
<b>Nile Trans-boundary Development Network</b>				
2.1	1.2 - Knowledge Management Activity 1.Participating Institutions FORUM & Results Dissemination			
2.2	Activity 2. IT Equipment			
2.3	Activity 3. Regional Lead Specialist			
2.4	Activity 4. Lead Specialist Travel			
2.5	Activity 5.SAP Lead Specialist			
2.6	Activity 6. Intern, Research Assistant			
	Management Fees			0
	Component 1 - subtotal	2,123,604	2,106,964	16,640
	UNOPS Project Number# 00044502			
<b>Nile Trans-boundary Development Facility</b>				
3.1	Activity 1. Development Fund /a	0	0	0

	<b>Management Fees</b>					0
		Component 2 - subtotal		811,296	28,581	782,715
	UNOPS Project Number# 00044503					
	<b>Project Coordination and Implementation</b>					
4.1	Activity 1. Project Staff					
4.2	Activity 2. PMU Travel					
4.3	Activity 3. PMU Equipment					
4.4	Activity 4. Office Renovation					
4.5	Activity 5. Operational Support					
4.6	Activity 6. Project Steering Committee Meeting					
4.7	Activity 7. Annual Audit					
4.8	Activity 8. Monitoring and Evaluation					
4.9	Activity9. Benefit Sharing Framework Case Studies Consultancy					
	<b>Management Fees</b>					
		Component 3 - subtotal		1,288,100	1,284,903	3,197
	<b>TOTAL Projected Expenditure</b>			4,223,000	3,420,448	802,552



**Annex 8- Budget implementation by component**

**Nile Basin Initiative**

**Socio-economic Development & Benefit Sharing Project (SDBS)**

**Total Cumulative Expenditure up to End of June 2009**

		PLANNED		
Line Component, Subcomponent, And Activity	DESCRIPTION	TOTAL BUDGET	CUMMULATIVE EXPENDITURE	BALANCE
Goods		80,885	74,729	6,156
Consultant Services		2,840,300	2,774,335	65,965
Training and Workshops		0		0
Grants		751,300	27,984	723,316
Operating Expenses		550,515	543,400	7,115
Works		0	0	0
<b>TOTAL Project Expenditure</b>		<b>4,223,000</b>	<b>3,420,448</b>	<b>802,552</b>

**Annex 9 – Project outputs contributing to the NBI institutions, alignment and sustainability**

OUTPUTS	CONTRIBUTION TO NBI	Alignment & Sustainability
<b>Impact</b>		
Reduced poverty in the NB through implementation of relevant trans-boundary policy frameworks and investment programs	1] Poverty Reduction for cooperative development and conflict management 2] Trans-boundary policies addressing the key problems/issues of the NBI countries	Through Nile Sec and ISP to permanent RBO
<b>Outputs</b>		
1.1 Research reports, Policy briefs and Implementation strategies from PIs prepared and disseminated	1] Policy Decision making 2] SAPs' Investment Programs	NBI countries, SAPs and NB Institutions
1.2 Tools that guides the NB countries on equitable distribution of benefits produced	Guiding the NB countries on equitable distribution of benefits.	NBI Governments/ SAPs

1.3 Investment Plan reports complete with Policy briefs and Implementation strategy prepared and disseminated	Guiding Investment Plans and programs in the basin  Policy brief and Implementation strategy to guiding decision making and the implementation	SAPs/NBI Countries
1.4 Human resource capacity on the mechanisms and principles developed, built	Enhancing capacity on the principles and mechanisms of development and benefit sharing	Nile Sec and ISP

**Annex 10 – List of Documents produced (assessment, studies, guidelines, training materials, etc.)**

<b>PURPOSE</b>	<b>DOCUMENTS PRODUCED</b>
PMU Management	
	1 Project Appraisal Document
	2 Project Implementation Manual
	3 PSC Procedures and Guidelines
Component Operationalization	
	1 NTDN Manual of Procedures & Criteria (English and French Versions)
	2 NTDF Manual of Criteria and Guidelines(English Version)
<b>NTDN-Participating Institutions' outputs</b>	<b>(Available in soft copy, hard copy and CD)</b>
<b>Burundi:</b> <i>Centre Universitaire de Recherche pour le Développement Economique et Social [CURDES], Bujumbura-Burundi</i>	1. A scoping study on issues of Water/ natural resources management, and cross-border trade  2. Study report on: Policies to reduce social and environmental costs of trade in tourism services in the Nile Basin countries
<b>D. R. Congo:</b> <i>Direction de la Coordination de la Recherche, Kinshasa-Selembao-D. R. Congo/ University of Kinshasa-UNIKIN</i>	1. A scoping study on issues of Water/ natural resources management  2. Study report on: Amelioration des conditions de vie en milieu rural de Bunia, de Djugu et de Mahagi das le district de l'ituri

<b>Egypt:</b>  <i>The Institute of National Planning, Cairo-Egypt</i>	1. A scoping study on issues of Energy, and Cross-border trade
	2. Study report on: Physical and non-physical barriers to cross-border trade in the navigation of the river Nile
	3. Study report on: Implications of fuel prices on the feasibility of ENSAP hydropower interconnection project
<b>Ethiopia:</b>  <i>The Institute of Development Research of the University of Addis Ababa-Ethiopia</i>	1. A scoping study on issues of Benefit sharing and Food Security
	2. Study report on: Infrastructure and food security in the Nile Basin region: A case study from Ethiopia, Kenya and Sudan
<b>Kenya:</b>  <i>Kenya Institute of Public Policy Research &amp; Analysis, Nairobi- Kenya</i>	1. A scoping study on issues of Food security and Energy
	2. Study report on: Low agricultural productivity and food insecurity in the Nile Basin countries
	3. Study report on: Aquaculture development in the Sio-Malaba-Malakisi trans-boundary basin
<b>Rwanda:</b>  <i>Faculty of Economics &amp; Management, National University of Rwanda, Butare-Rwanda</i>	1. A scoping study on issues of water/ natural resources management, and Energy
	2. Study report on: Policy on « brown » water due to environmental degradation and/the sustainable resource use in the Nile Basin countries
<b>Sudan:</b>  <i>Faculty of Commerce, Economic and Social Studies, Al Nileen University, Khartoum-Sudan/ Development Studies Research Institute (DSRI)</i>	1. A scoping study on issues of Food Security
	2. Study report on: Food poverty vulnerability index analysis for the Nile Basin region (Ethiopia, Kenya and Sudan)
	3. Study report on: The rationalization of discount rates for economic analysis of water resources and related benefits in ENSAP
<b>Tanzania</b>  <i>Economic Research Bureau, University of Dar es Salaam, Dar es Salaam-Tanzania</i>	1. A scoping study on issues of Energy and cross-border trade
	2. Study report on: The impact of regional power trade on poor communities in the Nile Basin countries
	3. Study report on: The rationalization of discount rates for economic analysis of water resources and related benefits in NELSAP
<b>Uganda</b>	1. A scoping study on issues of cross-border trade

<i>Economic Policy Research Centre – Kampala-Uganda</i>	2. Study report on: Gender and youth dimensions in cross-border trade and investment in the Nile Basin countries
	3. Study report on: Investment strategy to improve livelihoods of people in the Lakes Edward and Albert basins
<b>PIs' Cluster Outputs</b>	<b>( Available in hard copy)</b>
	A: WATER AND NATURAL RESOURCES MANAGEMENT CLUSTER (Rwanda, Burundi, and D.R. Congo) Policy Briefs, Implementation Strategies and Investment Programs
	B: FOOD SECURITY AND LIVELIHOOD CLUSTER (Kenya, Ethiopia and Sudan) Policy Briefs, Implementation Strategies and Investment Programs
	C: CROSS BORDER TRADE (Egypt, Tanzania and Uganda) Policy Briefs, Implementation Strategies and Investment Programs
<b>Benefit Sharing Framework Output</b>	<b>(Available in Soft Copy and CD)</b>
	1. The Benefit Sharing Framework Stage1
	2. The Benefit Sharing Case Studies
	3. The Benefit Sharing ToT Manual

Results	Performance Indicators	Planned	Achieved	Variance	Remark
1.1 Research reports, Policy briefs and Implementation strategies from PIs prepared and disseminated	Number of Research reports prepared and disseminated	9	9	-	All the nine PIs completed their reports; & Dissemination
	Number of policy briefs by type <sup>5</sup> prepared and disseminated.	9	9	-	Each thematic research report has policy briefs; & Dissemination

<sup>5</sup> Type refers to whether from the Scoping study (2007) or from the Main study (2008).

	Number by type <sup>6</sup> of implementation strategies developed and disseminated	9	9	-	Each thematic research report includes implementation strategy; & Disseminated
1.2 Tools that guides the NB countries on equitable distribution of benefits produced	Number of tools produced that guides the NB countries on equitable distribution of benefits.	1	1	-	The BSF Stage 1 on conceptual framework completed
1.3 Investment Plan reports complete with Policy briefs and Implementation strategy prepared and disseminated	Number of Investment Plan reports accompanied with the Policy brief and Implementation strategy prepared and disseminated	3	15	+	
1.4 Human resource capacity on the mechanisms and principles developed, built	Number of staff trained on the concept to enhance their understanding of the principles and mechanisms developed.	45	90 (PIs' team participation enhanced their understanding of NBI activities)	+	34 people drawn from the SAPs, Nile Sec, Nile TAC, SDBS PSC, PIs and SDBS PMU were trained on BSF in January 2009
1.1.1 Basin-wide networks working on tools, principles and mechanisms for cooperative development projects increased.	Number of PIs effectively undertaking NBI countries' activities through networking	9	9	-	
	Number of functional	3	3		NB Countries'

<sup>6</sup> Type refers to whether from the Scoping study (2007) or from the Main study (2008).

	collaborative linkages.				Clustering
1.2.1 Participating and collaborating institutions undertaking activities on benefit identification, creation and sharing.	Number of PIs producing reports on activities undertaken	9	9		
	Number of Products meeting TORs of contracts	10	10		Includes the development of BSF Phase-1
1.3.1 Functional Nile Trans-boundary Development Network established.	Number of trans-boundary studies where PIs collaborated	18	18		Scoping studies + Final studies
	Number of PIs completing trans-boundary studies with findings	18	18		
1.4.1 Training workshops conducted for staff on mechanisms and principles of equitable benefit sharing	Number of workshops on mechanisms and principles conducted	2	2		-Training on RBS M&E -TOT workshop on BSF

Annex 11 – List of project Staff, consultants involved, Steering Committee, NCs, other working groups

a) SDBS Project Staff

SDBS PROJECT STAFF		NATIONALITY	POSITION	CONTRACT PERIOD	TYPE OF CONTRACT	No. OF EXTENSION	
RECRUITED STAFF							
A PROFESSIONAL STAFF							
A1 INTERNATIONAL STAFF							
	1	Dan Temu	Tanzanian	Ex-Regional Project Manager	03.10.05 - 02.04.08	ALD	Left the project In May 2008
	2	Helen Natu	Kenyan	Regional Project Manager	17.08.06 - 17.07.09	ALD	Two
	3	Tamene Tirunch	Ethiopian	Regional Lead Specialist	05. 05.08 – 30.06.09	ICA	One
A2 NATIONAL STAFF							
	1	Nabende Peter Mumbaya	Ugandan	Program Admin Asst.	01.08.05 - 31.12.09	ICA	Moved to CBSI 100% starting January 20091
	2	Edward Ssenyonga	Ugandan	Driver	01.01.06 -	ICA	Passed-away October 2008
	3	Callist Habaasa	Ugandan	Finance Officer	01.06.07 -31.12.09	ICA	Initially shred

								between CBSI/SDBS at 50%
								Moved to CBSI 100% starting January 2009
	4	John Bosco Bampabwe	Ugandan		Research Analyst	11.03.08 - 30.06.09	ICA	One
	5	John Baptist Byaruhanga	Ugandan		Driver	01.01.09- 30.06.09	ICA	Replaced Edward Ssenyonga



**SDBS-Staff Consultancy Assignments with Selection Methods and Time Schedule**

1	2	3	4	5	6	7
Ref. No.	Description of Assignment	Estimated Cost (US\$ equivalent)	Selection Method	Review by Bank (Prior/Post)	Expected Proposals Submission Date	Completion Date*
1.	Regional Project Manager <sub>1</sub>	180,000	IC/CQS	PRIOR	04/2005	06/2009
2.	Regional Lead Specialist <sub>2</sub>	180,000	IC/CQS	PRIOR	01/2006	06/2009
3.	Program Admin Assistant <sub>3</sub>	51,000	IC/CQS	PRIOR	05/2005	12/2009
4.	Regional Lead Specialist	110,000	IC/CQS	PRIOR	10/2007	06/2009
5.	Research Analyst	35,000	IC/CQS	PRIOR	01/2008	06/2009
6.	Finance Officer	30,000	IC/CQS	PRIOR	06/2007	12/2009
7.	Participating Institutions	9x100,000	SS	PRIOR	01/2007	12/2008

\* Assignments' completion dates are subject to extension EXCEPT for 6 & 7.

1. Left the project in May 2008
2. Extension of contract for 1 year falls due on 16th August 2008
3. Extension of contract for 1 year falls due on 1<sup>st</sup> January 2008
5. Finance officer cost shared SDBS/CBSI on a 50/50 basis

<u>Note.</u> QCBS	=	Quality-and Cost Based Selection
CQ	=	Selection Based on Consultants' Qualification
I/Q	=	Individual Qualifications
S/S	=	Single Source

**b) Consultancy Involved  
Procurement Packages with Methods and Time Schedule (Summary)**

1	2	3	4	5	6	7	8	9
Ref. No.	Contract (Description)	Estimated Cost (US\$ equivalent)	PROCUREMENT Method	Prequalification (yes/no)	Domestic Preference (yes/no)	Review by Bank (Prior / Post)	Expected Bid-Opening Date	Completion Date
1.	<u>PMU Equipment</u> Furniture Printer/Copier 2 PCs	17,000 6,000 6,000	Shopping Shopping Shopping	NO NO NO	NO NO NO	POST POST POST	N/A N/A N/A	Dec 2008 June 2008 Dec 2008
2.	<u>Participating Institutions</u> IT Equipment/ Software	14,200	Shopping	NO	NO	POST	N/A	Dec 2008
3.	<u>Works – PMU</u> Renovation of PMU office block	50,000	Shopping	NO	NO	PRIOR	N/A	Dec 2008

## Consultancy

1.	<u>Setting up the NTDN &amp; Support to the RPM</u>	Consultancy operated straight from UNOPS-New York						March-April 2006
2.	<u>National Level Assessment for the NBI Co-ordination</u>	5,000 (UGX 9,375,000)						July 2006
3.a	<u>Scoping Studies</u> Editing for Publication	5,000						Feb 2009
3.b	<u>Scoping Studies</u> Printing, 45hard copies of each	13,500						Feb 2009
4.a	<u>Final Studies</u> Editing for Publication	5,750						June 2009
4.b	<u>Final Studies</u> Printing, 100hard copies of each	29,000						June 2009
5.a	<u>Benefit Sharing Framework</u> Phase I	42,000						Dec 2008
5.b	<u>Benefit Sharing Framework</u> Case Studies	14,000						May 2009

### III. Selection of Consultants

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

	<b>Selection Method</b>	<b>Prior Review Threshold (US\$ equivalent)</b>	<b>Comments</b>
1.	QCBS/QBS (Firms)	>200,000	ALL
2.	QCBS/QBS (Firms)	<200,000	First Contract
3.	Single Source (Firms/ Individual)	All	ALL
4.	Individual Consultants (IC)	All professional project long-term staff (>6 months) and all > 50,000	

### C) Project Steering Committee Members

<b>PROJECT STEERING COMMITTEE MEMBERS</b>	
<b>BURUNDI</b>	
<b>Mr. Innocent Dudu</b> Directeur General IGEBU (Institut Géographique du Burundi) Email : <a href="mailto:innodudu@yahoo.fr">innodudu@yahoo.fr</a>	<b>Dr. Deo Ngendakumana</b> Membre du comité de Pilotage Centre Universitaire de recherches pour le Developpement Economique et Social. Email: <a href="mailto:deongendakumana@yahoo.fr">deongendakumana@yahoo.fr</a>
<b>D. R. CONGO</b>	
<b>Mr. Augustin Mawalala Nzola Meso</b> Directeur des Ressources en Eau Ministère de l'Environnement, C N E F Kinshasa – D. R. CONGO Email : <a href="mailto:augumawalala@yahoo.fr">augumawalala@yahoo.fr</a>	<b>Mr. Guy Nkaku</b> Chargé d'études Ministère de Finance Email: <a href="mailto:guynkaku@yahoo.fr">guynkaku@yahoo.fr</a>
<b>EGYPT</b>	
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<p><b>Mr. Teferra Beyene</b> Head of the Boundary and Transboundary Rivers Affairs Department Ministry of Water Resources Addis Ababa, ETHIOPIA Email: <a href="mailto:tbeyene@nilebasin.org">tbeyene@nilebasin.org</a></p>	<p><b>Mr. Samuel Gebreegziabher</b> Team Leader, Ministry of Finance &amp; Economic Dev't. Mines, Energy &amp; Water Resource Addis Ababa-ETHIOPIA Email: <a href="mailto:samuellanda@yahoo.com">samuellanda@yahoo.com</a></p>
<b>KENYA</b>	
<p><b>Mr. Fred K. Mwangi</b> Director, Water Resources Management Ministry of Water and Irrigation Nairobi - KENYA. Email: <a href="mailto:fredkmwangi@water.go.ke">fredkmwangi@water.go.ke</a></p>	<p><b>Ms. Fransisca Owuor</b> Chief Economist, Ministry of Water &amp; Irrigation Nairobi-KENYA Email: <a href="mailto:franowuor@hotmail.com">franowuor@hotmail.com</a></p>
<b>RWANDA</b>	
<p><b>Mr. Jean Marie Vianney Mushinzimana</b> Coordinator of PNAER Kigali - RWANDA E-mail: <a href="mailto:albertyaramba@yahoo.fr">albertyaramba@yahoo.fr</a></p>	<p><b>Mr. Oscar Masabo.</b> Economist, Ministry of Finance &amp; Economic Planning Email: <a href="mailto:oscar.masabo@mincecofin.gov.rw">oscar.masabo@mincecofin.gov.rw</a></p>
<b>SUDAN</b>	
<p><b>Dr. Salaheldien Yousif</b> Email: <a href="mailto:slhyousif@yahoo.com">slhyousif@yahoo.com</a></p>	<p><b>Mr. Mekki Merghani Osman</b> Ministry of International Cooperation</p>
<b>TANZANIA</b>	
<p><b>Mr. Lister R.E. Kongola</b> Asst. Director and Nile TAC Member Ministry of Water Resources Division DODOMA -TANZANIA Email: <a href="mailto:dwrdom@yahoo.co.uk">dwrdom@yahoo.co.uk</a>, <a href="mailto:kongola@nilebasin.org">kongola@nilebasin.org</a></p>	<p><b>Mr. Mwenyekheri Ndimbo</b> Principal Economist Ministry of Water Policy and Planning Division DAR ES SALAAM -TANZANIA. Email: <a href="mailto:mondimbo@yahoo.com">mondimbo@yahoo.com</a></p>
<b>UGANDA</b>	
<p><b>Eng. Bomukama Sotie</b> Director, Directorate of Water Development, Ministry of Water, Lands and Environment, Kampala – UGANDA. E-mail: <a href="mailto:bomukama@dwd.co.ug">bomukama@dwd.co.ug</a> <a href="mailto:director@dwd.co.ug">director@dwd.co.ug</a></p>	<p><b>Mrs. Passy Washeba</b> <b>PSC-Chair</b> Assistant Commissioner, Infrastructure Ministry of Finance &amp; Economic Planning. Kampala-UGANDA Email : <a href="mailto:Passy.Washeba@finance.go.ug">Passy.Washeba@finance.go.ug</a></p>

**d) Participating Institutions**

The Participating Institutions were designated by the respective countries and approved through the PSC. Thus, single-source selection procedures applied. They entered into semi-annual or annual Lump sum contracts of procurement Category3, with the Nile Basin Initiative, based on approved annual work plans and using the *NTDN-Manual of Procedures and Guidelines* that had received the World Bank's "No Objection"

Participating Institutions and Focal Persons						
1	<b>Dr. Ferdnand Bararuzunza/ Mr. Richard Ndereyahaga/ Dr. Gibert Niyongabo</b>	BURUNDI	M	Centre Universitaire de recherché pour le Developpement Economique et social (CUREDS)	Director	Email : <a href="mailto:fbararuzunza@yahoo.fr">fbararuzunza@yahoo.fr</a> Email : <a href="mailto:rinderbik@yahoo.fr">rinderbik@yahoo.fr</a> Bujumbura - BURUNDI Email: <a href="mailto:nivyongabog@hotmail.com">nivyongabog@hotmail.com</a>
2	<b>Dr. John Omiti</b>	KENYA	M	Kenya Institute for Public Policy Research and Analysis (KIPRA)	Head of Productive Sector Senior Analyst	P.O. Box 56445, Nairobi - KENYA Email: <a href="mailto:jnmiti@kipra.or.ke">jnmiti@kipra.or.ke</a>
3	<b>Dr. Haji Semboja</b>	TANZANIA	M	Economic Research Bureau, University of Dar-Es-Salaam.		P.O. Box 35096, Dar es Salaam - TANZANIA Email: <a href="mailto:haji@semboja.com">haji@semboja.com</a>
4	<b>Dr. Frederick Mugisha</b>	UGANDA	M	Economic Policy Research Centre	Senior Researcher	P.O. Box 7841, Kampala - UGANDA Email: <a href="mailto:mugisha@eprc.or.ug">mugisha@eprc.or.ug</a>
5	<b>Prof. Ahmed Farahat</b>	EGYPT	M	Institute of National Planning, Egypt		Dokki, Salah Salem St., Nasr - EGYPT Email: <a href="mailto:ahmad.farahat@gmail.com">ahmad.farahat@gmail.com</a>
6	<b>Dr. Tesfaye Tafesse</b>	ETHIOPIA	M	Geography and Development Studies, Addis-Ababa University Institute of Research.	Associate Professor	P.O. Box 1176, Addis -Ababa, ETHIOPIA. Email: <a href="mailto:tesfayeidr@yahoo.com">tesfayeidr@yahoo.com</a>
7	<b>Dr. Herman Musahara</b>	RWANDA	M	Faculty of Economics and Management, National University of Rwanda,	Dean	B.P 117 Butare - RWANDA Email: <a href="mailto:herman.musahara@gmail.com">herman.musahara@gmail.com</a>
8	<b>Dr. Ismail ElKhalifa Suleiman</b>	SUDAN	M	DSRI, University of Khartoum -Sudan.	Director	Khartoum - SUDAN Email: <a href="mailto:ismail.suleiman@gmail.com">ismail.suleiman@gmail.com</a>
9	<b>Mr. Michel Ngoma Mbungu/  Dr Benjamin Lukidia</b>	DRC	M	<i>Direction de la Coordination de la Recherche, Kinshasa- Selembo-D. R. Congo</i> University of Kinshasa		Kinshasa – D. R. CONGO Email: <a href="mailto:ngomami2004@yahoo.fr">ngomami2004@yahoo.fr</a> Email: <a href="mailto:blukidia@yahoo.fr">blukidia@yahoo.fr</a>

Annex 12- Asset inventory

INVENTORY CODE#	DESCRIPTION	QTY	SERIAL #	LOCATION	VALUE USHS	VALUE US \$
NBI/SDBS 001A	IBM think pad laptop computer	1	L3-BN368 06/04	RPM		3,088
NBI/SDBS 002A	IBM think pad laptop computer	1	99-LNR1P05/01	PAA		3,088
NBI/SDBS 003A	IBM think pad laptop computer	1	L3-AW32605/12	RLS		2,385
NBI/SDBS 004A	Dell Desktop CPU	1	BBV8H71	RPM		} 2,449
NBI/SDBS 005A	Dell Desktop Monitor	1	CN-0D5428-72872-565-18PS	RPM		
NBI/SDBS 006A	Dell Desktop Keyboard	1	CN-0J4628-71616-531-11R4	RPM		-
NBI/SDBS 007A	UPS	1	20680390504	RPM		-
NBI/SDBS 008A	HP LaserJet Printer 1320N	1	CNKJS11059	RPM		784
NBI/SDBS 009A	Dell Desktop CPU	1	HR19H71	PAA		} 2,449
NBI/SDBS 010A	Dell Desktop Monitor	1	CN-0F 5035-64180-57D-0JUK	PAA		
NBI/SDBS 017A	HP LaserJet Printer 1320	1	CNMKS84495	PAA		557
NBI/SDBS 011A	Dell Desktop Keyboard	1	CN-0J4628-71616-531-147W	PAA		-
NBI/SDBS 012A	UPS	1	20677880504	PAA		-
NBI/SDBS 013A	Dell Desktop CPU	1	CN-OTC670-70821-63R-F139	RLS		-
NBI/SDBS 014A	Dell Desktop Monitor	1	CN-OF C529-72872-5AG-22IS	RLS		1,475
NBI/SDBS 015A	Dell Desktop Keyboard	1	CN-0J4632-71616-62D-14S3	RLS		-

NBI/SDBS 016A	UPS	1	2050600392	RLS		153.4
	HP 2600 Color Printer	1		RLS		800
NBI/SDBS 018A	Internet switch	1	B2A414C021809	RPM	150,000	
NBI/SDBS 019A	Internet switch	1	FSW1600G00279	PAA	130,000	
NBI/SDBS 020A	Internet switch	1	B2A414C021801	RLS	150,000	
NBI/SDBS 021A	Fax Machine	1	A4858520818	RPM	1,416,000	
NBI/SDBS022A	HP Scan jet 4600 Scanner	1	CN42DC5494	PAA	513,000	
	DELL WORKSTATION	1	16TWZ2J	RA	4,121,700	
NBI/SDBS-001B	STEEL FILING CUPBOARD	1	NA	RPM	320,000	
NBI/SDBS-002B	STEEL FILING CUPBOARD	1	NA	RLS	290,000	
	OFFICE DESK	1	NA	PAA	660,000	
	LOW BACK SWIVEL CHAIR	1	NA	PAA	170,000	
	VISTORS' FABRIC CHAIR	2	NA	PAA	300,000	
	NOTICE BOARD	1	NA	PAA	180,000	
	L-SHAPED OFFICE DESK	1	NA	RLS	760,000	
	HIGH BACK CHAIR	1	NA	RLS	194,000	
	VISTORS' FABRIC CHAIR	2	NA	RLS	300,000	
	LOCKABLE BOOKSHELF	2	NA	RLS	812,000	
	NOTICE BOARD	1	NA	RLS	180,000	



	WHITE BOARD	1	NA	RLS	180,000	
	OVAL CONFERENCE TABLE	1	NA	BOARD ROOM	3,000,000	
	CONFERENCE CHAIRS	15	NA	BOARD ROOM	2,250,000	
	NOTICE BOARD	1	NA	BOARD ROOM	180,000	
	WHITE BOARD	1	NA	BOARD ROOM	180,000	
	FLIPCHART STAND	1	NA	BOARD ROOM	220,000	
	EXECUTIVE L-SHAPED DESK	1	NA	RPM	3,300,000	
	EXECUTIVE HIGHBACK CHAIR	1	NA	RPM	670,000	
	VISTORS CHAIR	2	NA	RPM	860,000	
	LOCKABLE BOOKSHELF	1	NA	RPM	406,000	
	COAT HANGER	1	NA	RPM	100,000	
	COFFEE TABLE	1	NA	RPM	180,000	
	NOTICE BOARD	1	NA	RPM	180,000	
	OFFICE DESK	2	NA	CONSUL	678,000	

					TANCY ROOM			
	LOW BACK CHAIR	2	NA		CONSUL TANCY ROOM	340,000		
	VISTORS CHAIR	4	NA		CONSUL TANCY ROOM	600,000		
	BOOKSHELF	1	NA		CONSUL TANCY ROOM	420,000		
	NOTICE BOARD	1	NA		CONSUL TANCY ROOM	180,000		
	U-SHAPED DESK	1	NA		RECEPTI ON	1,620,000		
	SECRETARIAL CHAIR	1	NA		RECEPTI ON	155,000		
	WAITING CHAIR	2	NA		RECEPTI ON	700,000		
	NOTICE BOARD	1	NA		RECEPTI ON	180,000		

**Annex 13 – Draft Audit report, recent before closure**

**United Nations Office for Project Services (UNOPS)**

**Financial audit of the Nile Basin Initiative (NBI)**

Draft report for the Social- Economic Development and Benefit Sharing (SDBS) for the year ended 31 December 2008

**June 2009**

## Executive summary



### **SDBS project background**

The Social-economic Development and Benefit Sharing (SDBS) Project is one of the eight projects of the Nile Basin Initiative (NBI) Shared Vision Program (SVP). The SDBS project aims at building a network of professionals from economic planning and research institutions, technical experts from the public and private sectors, academics, sociologists and representatives from civic groups and NGOs from across the basin to explore alternative Nile development scenarios and benefit sharing schemes.

The SDBS regional Project Management Unit (PMU) is located in the Nile Basin Initiative (NBI) Secretariat in Entebbe, Uganda. The project whose budget is US\$ 10.13 million is expected to run over a period of six years and has the following components:

- The Nile Trans-boundary Development Network: This is aimed at identifying and consolidating a network of Professionals from Research Institutions (Participating Institutions) for purposes of carrying out integrated research in the Basin countries.
- The Nile Trans-boundary Development Facility: To ensure the participation and active engagement of a wide range of stakeholders.

### **Overall assessment**

Based on the work that we have carried out on internal controls, the overall level of internal control process is rated as partially satisfactory. This rating was based on the following main areas of focus:

Area	Work done	Basis of rating	Rating
Cash management	<p>This involved review of cash management records such as cashbook, bank reconciliation statements, bank statements and advance accounting records and registers. The process involved review of regular update of the financial records, accuracy of the reported cash in hand and cash at bank balances. This involved review of bank reconciliation statement, the cash book and balances reported in the bank statements, review of bank reconciliation statements, review of records relating to advances recoverable locally and review of the existence of authorized programme bank account signatories.</p>	<p>We noted existence of long outstanding reconciling items amounting to Ushs 14,507,356 in UNOPS/Nile basin INT SVP CO-OD – UGX account number 014/00/643452/01 and USD 1,463 in UNOPS/Nile basin INT SVP CO-OD – USD account number 024/00/643452/01. On advances recoverable locally, we noted that the FASS system at the PMU had been down since January 2009 hence could not get a schedule detailing advance holders as at the time of our visit. The management commented that the advances had been accounted for but had not been updated in the FASS system since it had not been functional from January 2009. In addition, the PMU had not closed the imprest accounts which ceased to be operational since May 2008.</p>	Partially satisfactory.

Area	Work done	Basis of rating	Rating
Expenditure and procurement process	This involved review of expenses incurred to ensure they were in line with the authority as per the POs issued, the expenses were approved by the project manager and the management team, the expenses incurred were supported by valid documentation and supporting documents had been stamped paid after payment. It also involved confirming that the procurement procedures were followed in selecting service providers to the project.	The expenditure and procurement process were effectively done.	Satisfactory.
Assets management	The process involved review of the fixed asset registers maintained at the PMU, review of the physical existence of the project assets, tagging of project assets, custodian of office assets, insurance of office assets against risks, sufficient documentation of the asset information/details in the asset register and regular update of the fixed assets with any additions within the period.	The project maintains an inventory list of all its assets at the PMU. We noted the following in relation to inventory records maintained at the project level: <ul style="list-style-type: none"> <li>• The PMU fixed assets had not been insured since May 2008;</li> <li>• The assets register had not been updated with items procured during the period; and,</li> <li>• Non existence of signed record indicating who was in custody of specific project assets.</li> </ul>	Partially satisfactory.

## **Audit highlights**

The audit report contains 7 recommendations, of which 14%, 71%, and 14% are of high, medium, and low priority, respectively. Further analysis of the recommendations disclosed that the underlying causes of audit findings pertained to: 29% guidelines, 29% guidance, 14% compliance, 14% human error and 14% resources.

The key issues and related management comments are presented under section 3 of this report.

## **Audit objectives, scope and operational overview**

### **Audit objective and scope**

We conducted a financial audit of the SDBS project from 12 to 22 May 2009. Based on a preliminary survey and in consultation with the UNOPS office in Nairobi, the specific audit objectives for this audit were to review:

- the process of incurring and accounting for expenditure;
- whether the procurement process was in line with UNOPS regulations;
- the controls over the process of receiving and accounting for Advances Recoverable Locally (ARL);
- the adequacy of the process of acquiring and managing fixed assets (non-expendable assets);
- controls over maintenance of the imprest account and accounting for the same at the end of every month; and,
- Financial and technical reporting on the project progress in accordance with the work plan.

The overall objective of the audit was to assess the management of the project operations with the view of obtaining reasonable assurance towards the achievement of the project objectives. The areas of focus included:

- a) Effective, efficient and economical use of resources;
- b) Reliability of reporting;
- c) Safeguarding of assets; and

- d) Compliance with applicable project grants agreements and any other legislation governing the project implementations.

The purpose of the audit was to provide reasonable assurance that:

- a) client/donor contributions and project expenditure were properly accounted for;
- b) project expenses were incurred in accordance with the provisions of UNOPS services under the legal agreement, and were supported by adequate documentation;
- c) The related financial statements prepared by UNOPS for the year under review present a true and fair view status of the project operations.

**The audit focused on the following areas:**

- Accuracy of the opening balance and receipts reported in the annual certified financial report;
- Accuracy and authenticity of the reported expenditure and value of outstanding commitments (Service or Purchase Orders or Contracts Issued as at the reporting date for which payments were yet to be made);
- Variance between the project budget and actual expenditure;
- Accuracy of the closing fund balance as reported in the annual certified financial report; and
- Existence and proper recording of the non-expendable equipment purchased.



**Annual certified financial report for the year ended 31 December 2008**

	Notes	Amount USD
Fund balance brought forward from FY 2007 (a)	1	1,207,375
Add:		
Cash received		
Funds received from the World Bank	2	759,475
Interest earned	2	8,121
Total funds received (b)		767,596
Less:		
Projects expenditure		
Project expenditure	3	1,477,770
Prior period adjustments	4	12,195
Total expenditure (c)		1,489,965
Total fund balance carried forward (a+b-c)	5	485,006

**Notes to the financial statement****1. Fund balance brought forward**

The balance brought forward agrees to the amount shown per the audited financial report for the year ended 31 December 2007.

**2. Funds received**

The funds received by the project during the year were as follows:

Date received	Amount USD
3-Jul-08	238,965
18-Sep-08	520,510
Total	759,475

### **3. Project expenditure**

Expenditure per UNOPS Financial rules equals to current commitments plus effective disbursements. Project expenditure includes commitments/Unliquidated Obligations (ULOs) of USD 76,476. The project utilized 38% of the annual budget. We compared the budget and expenditure for the FY 2008 and analyzed it under appendix A to this report.

**The project utilized (1442812/2291449) =62%**

### **4. Prior period adjustments**

Late 2007, as part of the internal control review process, UNOPS undertook a rigorous review of the data sources used in the preparation of client financial reports with the view of ensuring that the client reports are accurate, complete and timely. As a result of this review, a corporate decision was taken to use the Organizations General Ledger as the source of information for all client financial reports instead of other data sources. The reason for this was to ensure that the figures reported to the clients reconciled with the General Ledger of the Organization and thereon to the Organization's financial reports. Accordingly, 2008 financial reports given to the clients in 2009 were based on GL.

As in any change dealing with the refinement of data sources, some data discrepancy issues did arise and may see changes to the figures reported in the past. However, the changeover to the GL as the primary reporting source will lead to much more accurate client reports and we expect the overall impact to be minor. Nevertheless, UNOPS wishes to assure its clients that all these retroactive costs are legitimate costs incurred to achieve the program objectives of these projects and that this is an one off change that brings our reporting in line with the internationally accepted reporting standards.

## **5. Total fund balance carried forward**

The fund balance at the SDBS PMU in Entebbe as at 31 December 2008 was USD 485,006.

### **Operational overview**

The SDBS is aimed at building a network of professionals from economic planning and research institutions, technical experts from the public and private sectors, academics, sociologists, and representatives from civic groups and NGOs from across the basin to explore alternative Nile development scenarios and benefit-sharing schemes.

The regional project management unit is located in the Nile Basin Initiative Secretariat in Entebbe, Uganda. The Socio-economic Development and Benefit Sharing Project Portfolio consists of the following components:

- **The Nile Trans-boundary Development Network:** This is aimed at identifying and consolidating a network of Professionals from Research Institutions (Participating Institutions) for purposes of carrying out integrated research in the Basin countries with the aim of identifying common benefits accruing from the use of the Nile Water Resources and identifies amicable avenues of sharing the Benefits. The Participating Institutions are located in the 9 countries of the Nile Basin.
- **The Nile Trans-boundary Development Facility:** To ensure participation and active engagement of a wide range of stakeholders, the project encourages other capable organizations within the Nile Basin to carry out complementary activities on benefit sharing with grant support from the Project's Nile Trans-boundary Development Facility (NTDF). Grantees are expected to include NGOs and other civil society groups as well as research and teaching institutions, while partnerships with the private sector are also encouraged.

The SDBS project has a budget of US\$ 10.13 million and is expected to run over a period of six years from October 2005.

## Detailed observations, findings and recommendations

### Summary of findings

No.	Findings and recommendation	Management response	Responsible Manager	Expected completion date	Priority	Cause	Functional area
1	<p>Weakness in management and maintenance of fixed assets records</p> <p>Ensure a detailed asset register is maintained for all project assets located at the PMU.</p>	<p>SDBS did not acquire new assets in 2008 however, only one computer was brought in as a replacement of the lost one. Other wise management has always ensured that project's fixed asset register is updated. A copy was given both in soft and hard form. We therefore propose that this item is removed from the final report.</p>	RPM and FPO	June 2009	Medium	Compliance	Finance
2	<p>Failure to insure project assets at the PMU</p> <p>Ensure project assets are insured in order for them to be covered against any unforeseeable risks.</p>	<p>The project assets are insured together with those of NBI secretariat whose insurance policy expired in May 2008. The project management will make a follow up with the NBI secretariat to ensure all project assets are insured against any unforeseeable risk.</p>	RPM	June 2009	Medium	Guidance	Finance

No.	Findings and recommendation	Management response	Responsible Manager	Expected completion date	Priority	Cause	Functional area
3	<p>Non closure of imprest bank accounts</p> <p>Ensure funds held in the imprest accounts are transferred to other accounts and the imprest accounts closed.</p>	<p>The PMU has been trying to get authorization from UNDP on which accounts to transfer the funds and the authorization for the closure of the imprest accounts however we have not yet succeeded. It will be more helpful if UNOPS office also adds on the efforts.</p>	RPM	July 2009	Medium	Guidelines	Finance
4	<p>Posting of expenditure to wrong budget lines.</p> <p>Ensure project expenses are posted to the correct budget lines in the FMRs.</p>	<p>The flexibility within lines under the same component is permitted and there was no transfers across components otherwise where real errors have been made PSU in consultation with the PMU have passed journals to reverse these entries.</p>	FPO	June 2009	Medium	Human error	Finance
5	<p>Existence of stale cheques in the bank reconciliation statements.</p> <p>Ensure reversal in the cash book for all stale cheques reported in the bank reconciliation statements.</p>	<p>SDBS had no stale cheques, the explanation on the stale cheques has been given under CBSI. This observation should be removed from SDBS final report</p>	RPM and FPO	July 2009	Low	Guidance	Finance

No.	Findings and recommendation	Management response	Responsible Manager	Expected completion date	Priority	Cause	Functional area
6	<p>Unsupported advances recoverable locally</p> <p>The PMU management should ensure that FASS system is operational in order to make it possible to retrieve financial information when required.</p>	<p>There was a system problem and IT officer has been trying to fix it and once it is done we shall pass the entries.</p>	RPM and FPO	June 2009	High	Resources	Finance
7	<p>Existing of bank signatory who is not an employee of SDBS</p> <p>UNOPS together with NBI secretariat should notify the bank on the change of account signatories for the UNOPS – Uganda accounts.</p>	<p>Although the RPM was still appearing in the bank records as a signatory, he stopped signing prior to 30th May 2008 when he left the project otherwise the PMU had presumed that the treasury office which appoints the signatories would communicate to the bank to remove him. We would therefore like to have support of the PSU in Nairobi on this matter.</p>	RPM and UNOPS	June 2009	Medium	Guidelines	Finance

No.	Findings and recommendation	Management response	Responsible Manager	Expected completion date	Priority	Cause	Functional area
8	<p>Failure to adjust ULOs (Commitments/Unliquidated obligations) before the end of the financial year of US\$ 75,483</p> <p>Management should ensure that an immediate cleansing exercise is undertaken and lay down procedures for future periodic reviews of ULO.</p>	<p>As per UNOPS policy, the Unliquidated Obligation's (ULO) are booked at the end of year and reversed immediately in the subsequent year thus having no overall effect on the total project expenditures. These were mostly commitments for consultants which have been utilized in 2009. The other POs have postings that were done in FASS system; however, the imprest office has not yet posted the transactions in Atlas. A regular follow up is done by management and the open PO's were due to valid commitment by the project before the PO module closure date. As best practice guideline prior year ULO's have a retention period upto 30th June of the next year, by which time they should be fully disbursed or cancelled.</p>	UNOPS/ Project Financial Manager.	Continuous	High	Human error	Finance

## Detailed findings and recommendations

Below we present our detailed audit findings and recommendations:

### Finding 1: Management and maintenance of fixed asset records

Observation	<p>We noted some weaknesses in management and maintenance of fixed assets records as detailed below:</p> <p>The asset register maintained at the PMU had not been updated with assets procured during the period under review;</p> <p>The PMU does not maintain a signed record indicating who is in custody of specific project assets.</p>
Cause:	Compliance
Impact or risk:	It is difficult to monitor project assets without proper documentation of the asset details in the asset register. In addition, project assets may be misused because there is no staff member who has signed for being the custodian of any of the assets.
Priority:	Medium
Recommendation:	Ensure that a detailed asset register is maintained for all project assets located at the PMU and other project offices.
Management comments:	SDBS did not acquire nor new assets in 2008 however, there was only one computer brought-in as a replacement of the lost one. Other wise management has always ensured that project fixed asset register is updated. A copy was given both in soft and hard form. We therefore propose that this item is removed from the final report.
Expected completion date:	Immediately.
Responsible Manager:	Project manager and procurement officer.
Good practices	The asset register should contain the necessary information that can facilitate easy identification of the nature and location of the asset. Each asset should have a unique way of being distinguished from others.



**Finding 2: Failure to insure project assets at the PMU**

<b>Observation:</b>	<b>We noted that SDBS project assets at the PMU other than motor vehicles had not been insured since June 2008.</b>
Cause:	Guidelines and guidance.
Impact or risk:	The PMU cannot be compensated for its assets incase of a tragedy such as fire or theft. In addition, the risk of losing project assets has not been distributed to a third party.
Priority:	Medium.
Recommendation:	Ensure project assets are insured in order for them to be covered against any unforeseeable risks.
Management comments:	The project assets are insured together with those of NBI secretariat whose insurance policy expired in May 2008. The project management will make a follow up with the NBI secretariat to ensure all project assets are insured against any unforeseeable risk.
Expected completion date:	Immediately
Responsible Manager:	Project Manager
Good practices	Project assets should be insured in order to cover them against unforeseeable risks such as fire or theft. In case of unforeseeable tragedy, the project would get a compensation of its assets from the insurance company in which the assets have been insured.

**Finding 3: Non closure of the imprest bank accounts**

Observation:	We noted that UNOPS imprest bank accounts for Uganda were still operational as at 31 December 2008, and had not been closed by the time of our visit to the PMU. This is despite UNOPS having moved from the imprest system to Atlas accounting system. The accounts which should have been closed were account numbers 0140064345201 for Uganda shillings and 0240064345201 for US dollars operated at Stanbic bank.
Cause:	Guidelines.
Impact or risk:	UNOPS funds are lying idle in dormant accounts at the bank and cannot be utilized for implementation of UNOPS activities.

Priority:	Medium.
Recommendation:	Ensure funds held in the imprest accounts are transferred to other accounts and the imprest accounts closed.
Management comments:	The PMU has been trying to get authorization from UNDP on which accounts to transfer the funds and the authorization for the closure of the imprest accounts however we have not yet succeeded. It will be more helpful if UNOPS office also adds on the efforts.
Expected completion date:	July 2009
Responsible Manager:	Project Manager
Good practices	Project funds should not be lying idle in un-operational bank accounts since this will affect the realization of the overall project objectives.

#### Finding 4: Posting of expenditure to wrong budget lines

Observation:	From our analysis of budget versus expenditure from the data obtained from the PMU Financial Management Reports (FMRs), we noted that some expenses had been posted in the wrong budget lines some of which had even not been budgeted for as detailed in appendix A.
Cause:	Human error.
Impact or risk:	Budgetary controls may be inadequate leading to use of funds for non budgeted activities.
Priority:	Medium.
Recommendation:	Ensure project expenses are posted on the correct budget lines in the FMRs.
Management comments:	The flexibility within lines under the same component is permitted and there was no transfers across components otherwise where real errors has been made PSU in consultation with the PMU have passed journals to reverse these entries.
Expected completion date:	Immediately.
Responsible Manager:	Finance specialist.
Good practices	Expenses should be posted in the correct budget lines to facilitate meaningful and accurate comparison of actual expenditure versus budgeted amount. This will help in monitoring budget overruns.

**Finding 5: Existence of stale cheques in the bank reconciliation statements**

Observation:	<p>From our review of imprest accounts bank reconciliation statements, we noted existence of stale cheques as detailed below:</p> <p>UNOPS/Nile basin INT SVP CO-OD – UGX Account number - 014/00/643452/01</p> <table border="1"> <thead> <tr> <th>Transaction date</th> <th>Cheque No</th> <th>Amount - Ushs</th> </tr> </thead> <tbody> <tr> <td>1/1/2008</td> <td>925</td> <td>60,000</td> </tr> <tr> <td>1/1/2008</td> <td>1324</td> <td>392,385</td> </tr> <tr> <td>1/1/2008</td> <td>916</td> <td>1,656,000</td> </tr> <tr> <td>1/1/2008</td> <td>1292</td> <td>12,000,000</td> </tr> <tr> <td>8/1/2008</td> <td>1335</td> <td>458,982</td> </tr> <tr> <td>Total</td> <td></td> <td>14,507,356</td> </tr> </tbody> </table> <p>UNOPS/Nile basin INT SVP CO-OD – USD account number 024/00/643452/01</p> <table border="1"> <thead> <tr> <th>Transaction date</th> <th>Cheque No</th> <th>Amount - USD</th> </tr> </thead> <tbody> <tr> <td>1/1/2008</td> <td>828</td> <td>240</td> </tr> <tr> <td>1/1/2008</td> <td>974</td> <td>283</td> </tr> <tr> <td>1/1/2008</td> <td>1272</td> <td>942</td> </tr> <tr> <td>Total</td> <td></td> <td>1,463</td> </tr> </tbody> </table>	Transaction date	Cheque No	Amount - Ushs	1/1/2008	925	60,000	1/1/2008	1324	392,385	1/1/2008	916	1,656,000	1/1/2008	1292	12,000,000	8/1/2008	1335	458,982	Total		14,507,356	Transaction date	Cheque No	Amount - USD	1/1/2008	828	240	1/1/2008	974	283	1/1/2008	1272	942	Total		1,463
Transaction date	Cheque No	Amount - Ushs																																			
1/1/2008	925	60,000																																			
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1/1/2008	828	240																																			
1/1/2008	974	283																																			
1/1/2008	1272	942																																			
Total		1,463																																			
Cause:	Guidance																																				
Impact or risk:	UNOPS-Uganda financial balances reflected in the in the imprest accounts cash books have been understated by the total amount of stale cheques.																																				
Priority:	Low																																				
Recommendation:	Ensure reversal in the cash book for all stale cheques reported in the bank reconciliation statements.																																				
Management comments:	SDBS had no stale cheques, the explanation on the stale cheques has been given under CBSI. This observation should be removed from SDBS final report																																				
Expected completion date:	July 2009																																				
Responsible Manager:	Project manager and finance specialist.																																				
Good practices	All cheques over 6 months of age should be reversed in the cash book since they cannot be cleared by any bank.																																				

**Finding 6: Unsupported advances recoverable locally**

Observation:	PMU – Uganda was unable to produce a schedule of all advances recoverable locally because the FASS system was down. The FASS system on which advances recoverable locally were posted, had not been operating since January 2009, hence, no information could be retrieved from the system. We noted that the contract for the system maintenance expired in December 2008, and NBI's Information and Technology personnel were working on the system to facilitate access to the information.
Cause:	Resources.
Impact or risk:	We could not ascertain when the advances were issued and for which activities.
Priority:	High.
Recommendation:	The PMU management should ensure that FASS system is operational in order to make it possible to retrieve financial information when required.
Management comments:	There was a system problem and IT officer has been trying to fix it and once it is done we shall pass the entries.
Expected completion date:	Immediately.
Responsible Manager:	Project manager, Finance specialist and NBI's IT personnel.
Good practices	All financial systems should be operational to ensure easier access and retrieval of financial information as and to when it is required.

**Finding 7: Existing of bank signatory who is not an employee of SDBS**

Observation:	From our review of authorized UNOPS – Uganda bank account signatories and confirmations received from the bank, we noted that the former SDBS regional project manager was still a signatory for the UNOPS – Uganda accounts as at 31 December 2008 long after the manager ceased to be an employee of the project. The former SDBS project manager ceased to be an employee of the project from 1 June 2008 but the bank has not been notified on this.
Cause:	Guidelines
Impact or risk:	UNOPS funds can be withdrawn by non-project related person and hence subject to loss.
Priority:	High.
Recommendation:	UNOPS together with NBI secretariat should notify the bank on the change of account signatories for the UNOPS – Uganda accounts.
Management comments:	Although the RPM was still appearing in the bank records as a signatory, he stopped signing prior to 30 <sup>th</sup> May 2008 when he left the project otherwise the PMU had presumed that the treasury office which appoints the signatories would communicate to the bank to remove him. We would therefore like to have support of the PSU in Nairobi on this matter.
Expected completion date:	Immediately.
Responsible Manager:	Project Manager / UNOPS
Good practices	All the relevant institutions should be notified in writing relating the separation of all signatories to various bank accounts to avoid possible withdrawal of funds by unauthorized persons.

**Finding 8: Failure to adjust ULOs (Commitments/Un-liquidated obligations) before the end of the financial year of US\$ 75,483**

Observation:	Expenditure per UNOPS financial rules equals to current commitments plus effective disbursements. Project expenditure for SDBS during the year included ULOs (Commitments/Un-liquidated Obligations) amounting to US\$ 75,483.
Cause:	Human error
Impact or risk:	The expenditure reported is overstated as significant amount of the obligations cannot be justified.
Priority:	High.
Recommendation:	Management should ensure that an immediate cleansing exercise is undertaken and lay down procedures for future periodic reviews of ULO.
Management comments:	As per UNOPS policy, the Un-liquidated Obligation's (ULO) are booked at the end of year and reversed immediately in the subsequent year thus having no overall effect on the total project expenditures. These were mostly commitments for consultants which have been utilized in 2009. The other POs have postings that were done in FASS system; however, the imprest office has not yet posted the transactions in Atlas. A regular follow up is done by management and the open PO's were due to valid commitment by the project before the PO module closure date. As best practice guideline prior year ULO's have a retention period upto 30th June of the next year, by which time they should be fully disbursed or cancelled.
Expected completion date:	Immediately.
Responsible Manager:	UNOPS/ Project Finance Manager at the PMU.
Good practices	Commitments that are recorded at period end should be for items that shall be paid in future and not un-utilised funds.

## Follow up of prior year audit findings and recommendations

	Issue	Recommendation	Management comments	Implementation status
1	<p>Unsupported expenditure</p> <p>Disbursements made at the SDBS PMU amounting to US\$ 2,048 were not supported by third party documentations.</p>	<p>Provide the missing supporting documents.</p>	<p>The missing supporting documents for FY 2007 have been availed to the auditor reviewing project documents for FY 2008</p>	<p>The missing documents were provided for review during our visit to the project between 12 and 22 May 2009.</p> <p><b>Recommendation closed.</b></p>
2	<p>Use of unapproved supplier</p> <p>The SDBS PMU procured goods and services from suppliers that were not approved as per the listing provided by NBI Secretariat.</p>	<p>Ensure that the list of preferred suppliers is updated, strictly adhered to and that prior approval is sought for any deviations.</p>	<p>Most of these expenses were a one off expense like clearing of the motor vehicle. However, the system has since been streamlined to incorporate all types of anticipated expenditure and a list of approved suppliers adhered to. In addition, whenever suppliers out of the pre-qualified list are used, competitive procurement procedures are followed to ensure fairness.</p>	<p>All the service providers used during FY 2008 had been included in the list of preferred service providers provided for review.</p> <p><b>Recommendation closed.</b></p>

	<b>Issue</b>	<b>Recommendation</b>	<b>Management comments</b>	<b>Implementation status</b>
3	<p>Payment vouchers and supporting documents not stamped paid.</p> <p>Payment vouchers and supporting documents for project expenditure incurred had not been stamped paid.</p>	<p>Ensure that in future, all payments vouchers and their supporting documents are stamped "PAID" upon payment.</p>	<p>The management shall ensure this is fully observed.</p>	<p>All payment vouchers for the period reviewed had been stamped paid.</p> <p><b>Recommendation closed.</b></p>



**Appendix A: Comparison of actual expenditure versus budget**

Activity code	Activity description	Actual expenditure	Approved budget	Variance		Comments
		USD	USD	USD	%	
Project Number 44501 – Component 1 – Nile Trans-boundary Development Network						
2.1	Packages of Support to Participating Institutions	28,153	853,000	824,847	97%	The amount was wrongly captured into activity 2.2
2.2	IT Equipment for PIs	1,088,646	4,473	(1,084,173)	-24238%	Part of this amount was meant for activity 2.1 and 2.3
2.3	Regional Lead Specialist	2,052	266,500	264,448	99%	The amount was wrongly captured into activity 2.2
2.4	Regional Lead Specialist Travel	119	26,000	25,881	100%	The amount was wrongly captured into activity 2.2
4.8	Training	939	-	(939)	N/A	The amount should have been posted to activity 2.4
	Total	1,119,909	1,149,973	30,064	3%	
Project number 44502 – Component 2 : Nile Trans-boundary Development Facility						
3.1	Packages of support to participants	60		(60)	N/A	The amount should have been posted to activity 3.1
3.1	Development Fund	27,924	770,000	742,076	96%	The component was shifted from SDBS to ISP
	Total	27,984	770,000	742,016	96%	
Project number 44503 – Component 3 Project Implementation & Coordination						

Activity code	Activity description	Actual expenditure	Approved budget	Variance		Comments
				USD	%	
4.1	Project Staff	115,397	180,000	64,603	36%	The Regional Lead Specialist left half way in thus leaving the salary un-utilised
4.2	PMU Travel	18,023	16,000	(2,023)	-13%	This was due to the general increase in fuel and air travel costs
4.3	PMU Equipment	564	3,880	3,316	85%	The new staff used the former RPMs equipment instead of buying new ones.
4.4	Office Renovations	10,575	26,596	16,021	60%	There is retention fee that was not paid in the period.
4.5	Operational Support	51,346	60,000	8,654	14%	The Driver passed away and thus part of his salary was not exhausted.
4.6	Project Steering Committee Meetings	31,121		(31,121)	N/A	This amount was supposed to be posted on activity 4.8
4.7	Annual Audit	6,349	5,000	(1,349)	-27%	The fee passed on to SDBS was much higher than what had been anticipated.
4.8	Monitoring and Evaluation	-	80,000	80,000	100%	The amount was wrongly posted to to 4.6
4.8	Consultancy	35,544	-	(35,544)	N/A	This is amount should be under 4.8 above against \$80000
4.8	Training	6,000		(6,000)	N/A	This is amount should be under 4.8 above against \$80000
	Total	274,919	371,476	96,557	26%	
	Grand total	1,422,812	2,291,449	868,637	38%	

## Appendix B: Definitions of standard audit ratings, priorities, causes and functional areas

### Rating for priorities of audit recommendations

All the audit observations are categorized according to the priority of the audit recommendations and the possible causes of the issues. The categorized audit observation provides a basis by which the UNOPS country office management is to address the issues. The tables on the following pages summarize the nature and urgency of the recommendations. The recommendations have been graded as follows:

High Priority	Action that is considered imperative to ensure that UNOPS is not exposed to high risks (i.e. failure to take action could result in major consequences and issues).
Medium priority	Action that is considered necessary to avoid exposure to significant risks (i.e. failure to take action could result in significant consequences).
Low priority	Action that is considered desirable and should result in enhanced control or better value for money.

### Definition of performance

Within the operational audit context, performance refers to the economy, efficiency, and effectiveness of operations under management's control. Operational audits assess the extent to which resources are acquired and utilized with due regard to economy and efficiency and whether management has put in place mechanisms to accurately monitor and assess whether programmes are meeting planned objectives.

Performance also ensures that activities are conducted in accordance with UNOPS values which encompass the notions of prudence and probity as well as the necessity of taking acceptable risks.

### Standard audit ratings for overall performance of internal control system

The elements of the rating system took into account the audited office's internal control system, risk management practices, and their impact on the achievement of office objectives. The definitions of the ratings are as follows:

<b>Standard rating</b>	<b>Definition</b>
<b>Satisfactory</b>	Internal controls and risk management practices were adequately established and functioning well. No high risk areas were identified. Overall, the office objectives are likely to be achieved.
<b>Partially Satisfactory</b>	Internal controls and risk management practices were generally established and functioning, but needed improvement. One or more high and medium risk areas were identified that may impact on the achievement of office objectives.
<b>Unsatisfactory</b>	Internal controls and risk management practices were either not established or not functioning well. The majority of issues identified were high risk. Hence, on the overall, office objectives are not likely to be achieved.

### **Possible causes**

All the audit observations are categorized according to the priority of the audit recommendations and the possible causes of the issues. The categorized audit observation provides a basis by which the UNOPS country office management is to address the issues.

<b>Cause</b>	<b>Definition</b>
Compliance	Failure to comply with prescribed UNOPS regulations, rules and procedures.
Guidelines	Absence of written procedures to guide staff in the performance of their functions.
Guidance	Inadequate or lack of supervision by supervisors.
Human error	Mistakes committed by staff entrusted to perform assigned functions.
Resources	Lack of or inadequate resources (funds, skills, staff, etc.) to carry out an activity or function.

The following categories of functional areas are used:

General policy;

Project/Programme activities;

Finance;

Human resources;

Information technology;

Procurement; and

General administration

**Annex 14: PIs' clusters, the Lead PIs and Scoping Study cluster themes.**

Cluster	Cluster Themes	Cluster Composition	Lead PI	*
1.	Energy	Tanzania; Uganda; Kenya; Rwanda; and Egypt	Tanzania	
<ul style="list-style-type: none"> <li>• Trans-boundary sharing of Hydro-Electric Power from the Nile river-SAPs</li> <li>• Innovative ideas on the use of Solar and Wind Energy that enhance the irrigation process by the Nile Basin Countries</li> <li>• Energy-related investments and other modes of participation by Collaborating Institutions</li> <li>• Policy analysis of energy-related trans-boundary policies of the Nile Basin countries</li> </ul>				
2.	Water/Natural Resources Management	Rwanda; Ethiopia; Egypt; Burundi; and DRC	Rwanda	
<ul style="list-style-type: none"> <li>• Trans-boundary sharing of Water/ Natural resources of the Nile river</li> <li>• Innovative ideas on the use of Water/Natural Resources to improve the quality of life of the people of the Nile Basin Countries</li> <li>• Water/Natural Resources Management-related investments and other modes of participation by Collaborating Institutions</li> <li>• Policy analysis of Water/Natural Resources Management-related trans-boundary policies of the Nile Basin countries</li> </ul>				

3.	<b>Food Security</b>	<b>Kenya; Ethiopia; and Sudan</b>	<b>Kenya</b>	
<ul style="list-style-type: none"> <li>• Trans-boundary enhancement of quality &amp; quantity of food;</li> <li>• Trans-boundary market access of agricultural products</li> <li>• Innovative ideas on the irrigation process by the Nile Basin Countries that enhance agricultural production---leading to trans-boundary food security</li> <li>• Food Security-related investments and other modes of participation by Collaborating Institutions</li> <li>• Policy analysis of Food Security -related trans-boundary Nile Basin country policies</li> </ul>				
4.	<b>Cross Border Trade</b>	<b>Egypt; Uganda; Tanzania; and Burundi</b>	<b>Egypt</b>	
<ul style="list-style-type: none"> <li>• Trans-boundary enhancement of Trade Facilitation---EAC; COMESA; SADC; ESA</li> <li>• Trans-boundary market access of goods &amp; services</li> <li>• Innovative ideas on the Cross Border Trade process by the Nile Basin Countries that consider Rules of Origin &amp; Safeguard Measures of Trans-boundary Trade---leading to trans-boundary flow of goods &amp; services</li> <li>• Cross Border Trade-related investments and other modes of participation by Collaborating Institutions</li> </ul> <p>Policy analysis of Cross Border Trade-related trans-boundary policies of the Nile Basin countries</p>				
5.	<b>Benefit Sharing</b>	<b>Ethiopia; Burundi, D.R. Congo.</b>	<b>Ethiopia</b>	
<ul style="list-style-type: none"> <li>• Considering benefits from the river; to the river and beyond the river.</li> <li>• Enhancement of access and use of benefits from i) Productive Capital ii) Physical Capital iii) Social Capital iv) Financial Capital &amp; v) Human Capital emanating from the Nile Basin countries</li> <li>• Trans-boundary market access of benefits</li> <li>• Innovative ideas on the benefit-sharing by the Nile Basin Countries that improve quality of life---leading to trans-boundary sustainable development</li> <li>• Benefit sharing-related investments and other modes of participation by Collaborating Institutions</li> <li>• Policy analysis of Benefit sharing -related trans-boundary policies of the Nile Basin countries</li> </ul>				

## **Notes**

### **Burundi:**

Centre Universitaire de Recherche pour le Développement Economique et Social [CURDES], Bujumbura-Burundi

### **D. R. Congo:**

Direction de la Coordination de la Recherche, Kinshasa-Selembao-D. R. Congo

### **Egypt:**

The Institute of National Planning, Cairo-Egypt

### **Ethiopia:**

The Institute of Development Research of the University of Addis Ababa-Ethiopia

### **Kenya:**

Kenya Institute of Public Policy Research & Analysis, Nairobi-Kenya

### **Rwanda:**

Faculty of Economics & Management, National University of Rwanda, Butare-Rwanda

### **Sudan:**

Faculty of Commerce, Economic and Social Studies, Al Nileen University, Khartoum-Sudan

### **Tanzania:**

Economic Research Bureau, University of Dar es Salaam, Dar es Salaam-Tanzania

### **Uganda:**

Economic Policy Research Centre – Kampala-Uganda

**Annex15: PIs' cluster composition, the Lead PIs, & the ranked topics.**

Cluster	Cluster Themes	Cluster Composition	Lead PI	*
1.	<b>Water/Natural Resources Management</b>	<b>Rwanda; Burundi; and DRC</b>	<b>Rwanda</b>	
<ul style="list-style-type: none"> <li>• <b>Burundi:</b> Policies to reduce social and environmental costs of trade in tourism services in the Nile Basin countries</li> <li>• <b>D.R. Congo:</b> Amelioration des conditions de vie en milieu rural de Bunia, de Djugu et de Mahagi das le district de l'ituri</li> <li>• <b>Rwanda:</b> Policy on «brown» water due to environmental degradation and/the sustainable resource use in the Nile Basin countries</li> </ul>				
2.	<b>Food Security and Livelihood</b>	<b>Kenya; Ethiopia; and Sudan</b>	<b>Kenya</b>	
<ul style="list-style-type: none"> <li>• <b>Ethiopia:</b> Infrastructure and food security in the Nile Basin region: A case study from Ethiopia, Kenya and Sudan</li> <li>• <b>Kenya:</b> Low agricultural productivity and food insecurity in the Nile Basin countries</li> <li>• <b>Sudan:</b> Food poverty vulnerability index analysis for the Nile Basin region (Ethiopia, Kenya and Sudan)</li> </ul>				
3.	<b>Cross Border Trade</b>	<b>Egypt; Uganda; Tanzania;</b>	<b>Egypt</b>	
<ul style="list-style-type: none"> <li>• <b>Egypt:</b> Physical and non-physical barriers to cross-border trade in the navigation of the river Nile</li> <li>• <b>Tanzania:</b> The impact of regional power trade on poor communities in the Nile Basin countries</li> <li>• <b>Uganda:</b> Gender and youth dimensions in cross-border trade and investment in the Nile Basin countries</li> </ul>				

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Note



## **Water/Natural Resources Management**

**Burundi:** Centre Universitaire de Recherche pour le Développement Economique et Social [CURDES], Bujumbura-Burundi

**D. R. Congo:** University of Kinshasa (UNIKIN) Kinshasa D. R. Congo

**Rwanda:** National University of Rwanda, (NUR) Butare-Rwanda



## **Food Security and Livelihood**

**Ethiopia:** The Institute of Development Research (IDR) of the University of Addis Ababa-Ethiopia

**Kenya:** Kenya Institute of Public Policy Research & Analysis, (KIPPRA) Nairobi-Kenya

**Sudan:** Development Studies Research Institute (DSRI) University of Khartoum-Sudan



## **Cross-Border Trade Cluster**

**Egypt:** The Institute of National Planning, (INP) Cairo-Egypt

**Tanzania:** Economic Research Bureau (ERB), University of Dar es Salaam-Tanzania

**Uganda:** Economic Policy Research Centre, (EPRC) Kampala-Uganda



## **Annex 16: Project Reviews/Evaluations**

### **Technical Reviews**

#### **16A. Informal Review Mission, July 21-26, 2006**

The Team Leader for the Nile Basin Initiative's (NBI) Shared Vision Program (SVP), conducted a an informal review mission of the Socio-economic Development and Benefits (SDBS) Projects to Entebbe, Uganda, July 21-26, 2006. SDBS is executed by the NBI and funded by the multi-donor Nile Basin Trust Fund (NBTF).

The mission met with Mr. Audace Ndayizeye, NBI Executive Director; and Mr. Dan Temu, SDBS RPM, as well as the SDBS Teams in Entebbe.

The mission wishes to express its thanks Messrs. Ndayizeye, and Temu along with everyone at the NBI Secretariat in Entebbe for their warm hospitality.

The mission reviewed the SDBS work program for the coming six months as well as the results form the recent Project Steering Committee (PSC) results. The mission made the following observations and recommendations:

- Finalizing the NTDF Manual and launching the Nile Trans-boundary Development Facility– the project is expected to be in a position to identify the first grant recipients at the next PSC meeting
- The mission recommended that the RPM work with the Participating Institutions to develop some sort of discussion around each of the five SDBS research clusters in order generate interest and identify potential research collaborators;

#### **Action Taken By PMU**

- a) The NTDF Manual of Criteria and Guidelines was completed in 2007.
- b) The discussions were held between the PMU and PIs which led to the clustering of PIs into 5clusters that scoped-out issues in the Nile Basin countries.

**16B. World Bank Mission December 14TH – 20TH 2006**

A mission visited Entebbe, Uganda to participate in the meetings of the Participating Institutions and the Project Steering Committee of the Socio-economic Development and Benefit Sharing Project (SDBS). Days prior to and after the meeting were used to review the meeting materials, and the status of project implementation.

The following were the issues:

- The Regional Lead SDBS Specialist to provide the coordination linkage between the Participating Institutions and the SAPs; Initiating Concept Notes on investment issues and involving Short-term consultancies.
- The capacity of the benefit-sharing cluster needs to be enhanced especially after the scoping study to focus on priorities scoped out, for benefit-sharing impact.
- Mid-term review in June 2007.
- For additional support staff at the PMU, the World Bank requires a proposal and the budget.
- To shorten the process---there are possibilities of hiring a person in the World Bank Uganda-office to focus on Nile issues.
- The NTDF Manual request for “No Objection” is to be cleared by the responsible department of the World Bank.

<b>Follow-up Action</b>	<b>Responsible Unit</b>	<b>Expected Date</b>	<b>Achieved/Not Achieved***</b>
Submission of PSC Meeting minutes	PMU	January 15, 2007	Achieved
Submission of time-based work plan	PMU	January 15, 2007	Achieved
Submission of updated procurement plan	PMU	January, 2007	Achieved
Submission of NTDF manual	PMU	January 15, 2007	Achieved
Response with comments on NTDF manual	World Bank	2 weeks upon submission of manual	Achieved

Submission of Annual Report 2006 and Work Plan 2007 documents	PMU	February 2007	Achieved
Establishment of a peer review mechanism for NTDN outputs	PMU with input from PIs	May 2007	Was not established until the last quarter of 2008
Facilitation of SAP – PI meetings	PMU	ongoing	Took place
Forwarding of Audit Report for 2006 to PSC	PMU	When available	Audit Done June 2007
Mid-term review	World Bank	After June 2007	23 <sup>rd</sup> to 27 <sup>th</sup> July 2007 Being Achieved 9 <sup>TH</sup> to 13 <sup>TH</sup> July 2007.

**Other mission's Key Issues of focus and when action was taken**

<b>Issue</b>	<b>Action Taken</b>
The dead-line of making the Competitive Announcement for the NTDF-Concept Notes to be adhered to.	This was carried out in March 2007
External Audit to take place as indicated on the GANTT CHART	The External Audit took place in June 2007
Mid-term review the week of 23rd to 27th July 2007	This took place 9th to 13th July 2007
SDBS as the arm of NBI/SVP is to come up with strategic pathways of Private Sector diffusion into activities by the NBI governments	This was incorporated in the PIs Work Plans & contracts, in addition, collaborating activities of NBI-SVP-SDBS/IFC/SAP on private sector diffusion were undertaken

## C. DFID Mission

Discussions	Action Taken*** after the mission
<p>The concept of <u>benefit sharing</u> (particularly social and economic) has not yet been clearly defined or embedded in the NBI as a whole. This means that the social and economic impacts and benefits for <u>people</u> living in and around the Nile may get lost in the many complex technical and institutional processes of the NBI. It is vital that the SDBS helps to address this.</p>	<p>SDBS made efforts to address this dimension through the Benefit Sharing cluster however, the scoping studies of cluster PIs' did not yield any issues. The BSF Phase I was carried out in the 3<sup>rd</sup> and 4<sup>th</sup> quarter of 2008.</p>
<p>SDBS documentation does not define the term 'socio-economic development', but it is clear from the proposals of the PIs so far that the stress is on the economic, rather than the social, dimension, and there is also an emphasis on investment rather than on outreach. This is not inappropriate, in that there are no other institutions within NBI that address the economic dimension of Nile water benefit-sharing. However, social development remains a critical area to mainstream within the NBI and there will need to be some rethinking on how this can be done.</p>	<p>This was in-built in the scoping and final studies during. One of the studies focused on gender and youth in cross-border trade, while another focused on tourism and the social costs.</p> <p>It was in-built in the NTDF 1<sup>st</sup> Competitive Announcement, although this component was closed due to lack of time.</p>
<p>The SDBS has faced many challenges. The programme has been set up as a highly complex arrangement with a Project Steering Committee (PSC), Nile Trans-boundary Development Network and Facility, Participating Institutions, and several funds to manage. The lack of clarity about how it should relate to other Nile institutions and the fact that many different actors perceived its differently role has exacerbated what would anyway be a highly ambitious and complex programme across 9 countries with a regional focus.</p>	<p>Clarity of the program became clear as the results began being realized, starting with the scoping studies, then the final studies that now came-out with investment strategies and policy frameworks.</p>

<p>There have been a range of practical problems too - delays in getting started and appointing a regional lead specialist; lack of criteria and guidance about how the SDBS should mainstream poverty alleviation and gender mainstreaming in the NBI; inappropriate oversight arrangements in the Project Steering Committee (TAC members expected to oversee a programme of activities on social &amp; economic development where they don't have the requisite background skills and expertise). These challenges are not inconsiderable – especially bearing in mind that the NBI SVPs and SAPs are still very 'process-led' and there is little tangible impact 'on the ground' as yet.</p>	<p>Strategies of re-directing the relevance of SDBS outputs to SAP were put in place by seeking demand-driven requests from SAPs.</p> <p>Linkages between SDBS/SAPs/ other SVP projects developed</p>
<p>The SDBS Secretariat will need to strengthen its institutional links with the CBSI, ENTRO, the NBD and the NBI Secretariat. This will better facilitate the mainstreaming of social and economic development issues across the NBI.</p>	<p>Linkages between SDBS/SAPs/ NBD/other SVP projects developed through the SVPC Project</p>
<p>The Facility Fund, since it is not yet underway, offers greater potential to include key stakeholders in developing action research proposals that reflect real needs and concerns 'on the ground'. Recommendation that information on the Facility and call for proposals is shared with the NBD, all NDFs and member organizations, the wider public (advertised through local media) to ensure a wider cross-section of interest and expertise</p>	<p>A Call for concept notes was done based on the 5 thematic area and advertised through major local media of each of the 9 NB countries.</p>
<p>It may be appropriate to increase the level of technical and advisory capacity of the SDBS in order that it better supports the NTDN, the PIs and the CIs to maintain the focus on economic and social impacts and outreach of the SAPs – not simply on investments. The Project Select Committee could benefit from training in economic &amp; social development analysis to better fulfill its function.</p>	<p>SDBS required a Lead Specialist that should be based at the SDBS-PMU to focus on SAPs. This RLS was recruited only in May 2008.</p>
<p>Consideration should be given to initiating a Poverty and Social Impact Analysis (PSIA) of one or several of the SAP projects, involving the SDBS programme and partners very closely in design and implementation. Recommendation that DFID and the World Bank explore this.</p>	<p>SDBS required a Lead Specialist that should be based at the SDBS-PMU to focus on SAPs. This RLS was recruited only in May 2008</p>

\*\*\*Action taken as follow-up by the PMU

## C. Mid-term Review July 2007

SDBS MTR Recommendations / Next Steps	Comments	Due Date	Revised Date***
A NTIDN manual to provide guidelines and criteria to select NTIDN proposals, similar to the one for the NTDF, is being developed, and should be sent to the NBI Secretariat and World Bank for review.	To be released to PIs for comments & returned for finalization	July 31, 2007	Nov 14, 2007 The manual is available in both English and French versions
The September forum for PIs should focus on (i) zeroing in on specific outputs; (ii) on topics with SAP relevance where NBI has comparative advantage (SAPs to participate in forum); (iii) the need to inform national and regional policy; and (iv) review of the current cluster structure, with adjustment as appropriate.	Done, but with query whether clusters are still required! Suggested grouping be done based on emerging needs as per scoping studies and SAP structure	Sept, 2007	The forum was held in October, 2007. Scoped-out issues were ranked and key ones build into the PIs' work plans for 2008
Issue all Cluster research contracts to PIs. Contracts should include a clause along the line of the following: "depending on SAP research demands, this contract might be extended with an increase in amount up to ...", in order to ensure flexibility to meet emerging SAP needs.	See SVP MTR Recommendations SVPC to discuss ENTRO for needs	Oct 31, 2007	Nov 30, 2007

<p>CI proposals should be selected ASAP and contracts issued no later than October 31, 2007. At least one proposal per country should be selected, but in order to promote a broad range of innovation, two proposals may be considered from some countries. The total number of proposals for this first round of NTDF should not exceed 15.</p>	<p>Selection being finalized</p>	<p>Oct 31, 2007</p>	<p>Nov 30, 2007</p>
<p>Draft TOR for a second lead specialist to focus on SAP relevance for SDBS outputs and forwarded to the Bank for review.</p>	<p>World Bank “NO” received. Awaiting UNOPS action on recruitment</p>	<p>Sept 15, 2007</p>	<p>31, Jan 2008, the RLS reported May 2008</p>
<p>PMU and NBI Secretariat to review project expenses and look for cost savings – if identified, those savings should be used to support (consultant).</p>	<p>Will hire a consultant on benefit sharing</p>	<p>Jan 1, 2008</p>	
<p>PMU and NBI should ensure audit reports are delivered on-time</p>	<p>Being implemented</p>	<p>Remainder of project</p>	
<p>The mission recommends that the NBI Secretariat continue to push UNOPS to ensure that all SVP PMU’s are equipped and trained to prepare and deliver FMRs for their respective projects, as has been recommended by the Bank on numerous occasions under all seven UNOPS managed SVP Projects.</p>	<p>Training on ATLAS for project staff has taken place (since MTR). Done</p>	<p>ASAP</p>	



<p>Rather than produce a newsletter, SDBS should work with the CBSI Project to ensure that outcomes and activities are reported in the NBI Newsletter and that all SDBS stakeholders receive either print or electronic copies of that newsletter.</p>	<p>Communications/ Dissemination covered at Forum</p>	<p>Remainder of project</p>	
<p>All planned activities should be completed by October 31<sup>st</sup>, 2008 in order to allow time for evaluation and final contract payments before December 31, 2008. For the clusters, if longer term research is indicated, proposals should be split into short-term outputs (12 months maximum) to be contracted under SDBS, and a longer term proposals that may be considered under future NBI or successor arrangements.</p>	<p>To be reconfirmed with the WB supervision mission</p>	<p>Oct 31, 2008</p>	<p>Dec 31, 2008</p>
<p>Project Management should actively engage PSC Chair and ensure she is briefed regularly (at least quarterly) on the project progress.</p>	<p>Being implemented</p>	<p>Remainder of project</p>	

**16D. Joint Implementation Review Mission, June 11-12, 2008****Agreed Next Steps**

The mission team reviewed the actions taken by the project in response to the recommendations from both the July 2007 Mid-term Review and the December 2007 Implementation Review missions. Based on the progress made by the project as of June 2008, it provides recommendations which are to contribute to timely and effective project implementation. A summary of the key recommendations in the form of agreed next steps, as well as the status of implementation as of February 2009 are detailed in the Table below:

**Progress on Agreed Next Steps**

<b>Agreed Next Steps</b>	<b>Due Date</b>	<b>Status to Date</b>
World Bank to conduct a procurement ex-post review of SDBS	Week of June 23, 2008	Completed
Procurement of Benefit Sharing Consultancy	August 31, 2008	Completed
Selection of the independent peer review panel for reviewing the PIs draft final reports	July 31, 2008	Completed
PMU team to conduct two supervision missions to each PI	June - November 2008.	Completed
Next implementation review mission	October/November 2008	February 2009
PMU to organize an internal workshop to review the PI's final draft reports.	Early December 2008	Completed
All project activities save the final PSC meeting and presentation of PI final reports completed	December 2008	Completed
Final PSC meeting and PI presentation of final reports at the SDBS-Forum	February 2009	As planned; 24 – 28 February 2009
Project closure	June 30, 2009	As planned

a. Publication and dissemination of PI reports and some BSF related new activities will remain to be undertaken

## 16E. Joint Implementation Review Mission, 21 -27 February 2009

### Agreed Next Steps

The mission team reviewed the actions taken by the project in response to the recommendations of the June 11 – 12, 2008 joint project implementation review mission and the project's work plan. Based on the progress made by the project as of June 2008 and the strengthened in-house capacity of the PMU, the mission provided recommendations which further contribute to timely and effective project implementation and delivery of outputs. A summary of the key mission recommendations/agreed next steps and the status of implementation as of June 2009 is presented in the Table below.

### Progress on Agreed Next Steps

Mission Recommendation/Next Steps	Due Date	Status to Date/ Comments
1. NTDN Output Dissemination		
NTDN outputs will be edited and published	April 30, 2009	Accomplished; by mid- May 2009
Electronic copies will be made available on the project website and via the NBI electronic library as well as the Nile Information System (Nile-IS)	May 15, 2009	Accomplished
Distribution of paper copies as per the Dissemination Plan	June 15, 2009	Done at Stakeholders' workshop, 08 – 10 June 2009
2. Benefit Sharing Consultancy		
Procurement of the consultant who will prepare BSF case studies	March 18, 2009	Accomplished
Terms of reference for phase II of BSF and an action plan for implementation	April 30, 2009, as part of completion report	Accomplished

3. Project Management		
First draft Completion Report	April 30, 2009	Completed end of May 2009 based on revised outline
Wider Stakeholder Dissemination Workshop	June 8 <sup>th</sup> to 10 <sup>th</sup> 2009	Accomplished
Project closing mission	June 11 <sup>th</sup> and 12 <sup>th</sup> 2009	Mission took place

Footnotes

- 1 Type refers to whether from the Scoping study (2007) or from the Main study (2008).
- 2 Type refers to whether from the Scoping study (2007) or from the Main study (2008).
- 3
- 4 For knowledge produces, the Nile-IS formats, timeframe and other requirements will be followed for uploading. The KM Specialist, will follow-up with the projects for effective and timely downloading.
- 5 Type refers to whether from the Scoping study (2007) or from the Main study (2008).
- 6 Type refers to whether from the Scoping study (2007) or from the Main study (2008).

**Annex 17 Minutes 4th PSC Meeting**



**NILE BASIN INITIATIVE (NBI)  
SHARED VISION PROGRAM (SVP)  
SOCIO-ECONOMIC DEVELOPMENT AND BENEFIT SHARING  
PROJECT (SDBS)**

**MINUTES OF THE  
4<sup>TH</sup> PROJECT STEERING COMMITTEE (PSC) MEETING**

**26<sup>th</sup> - 27<sup>th</sup> February 2009  
Lake Victoria hotel, Entebbe, Uganda**

**I. Opening Session**

This session included introductory remark by the Ag. Regional Project Manager of the Socio-economic Development and Benefit Sharing [SDBS] Project, a welcoming remark by the representative of the NBI Executive director, remarks by development partners' representative and the SDBS PSC chair.

The Ag. Regional Project Manger of the SDBS, Dr. Helen Natu, thanked the PSC members for taking time from their busy schedule to come to the 4<sup>th</sup> and last SDBS PSC meeting. She acknowledged the invaluable contribution of the PSC to the achievement of the project's objectives, and requested for its continued guidance for the remaining period of the project. Then, she invited the representative of the NBI Executive Director, Mrs. Hamere Wondimu, to officially open the meeting.

In her opening remark, Mrs. Hamere congratulated the SDBS PSC and PMU on delivering remarkable outputs despite the challenges faced by the project during start-up. She emphasized the need for mainstreaming the outputs of the project into the NBI Institutions and NB governments to sustain the benefits.

The development partners' representative, Mrs. Berina Uwimbabazi, Operations Officer of the World Bank Uganda country office and the Task Team leader of the SDBS project, congratulated the project on its achievements, particularly on the Participating Institutions' (PIs) results and the development of the Benefit Sharing Framework (BSF) PhaseI outputs. She emphasized on the collective responsibility of all the stakeholders to sustain and therefore benefit from the SDBS outputs. She elaborated on various options to sustain project activities and benefits including (a) mainstreaming into the Institutional strengthening Project (ISP), (b) mainstreaming into the Subsidiary Action Program (SAP), and (c) integrating the products into Nile Basin (NB) countries national programs.

The PSC chair, Mrs. Passy Washeba, acknowledged the remarkable achievements of the SDBS project despite the difficulties in implementation in its earlier years. She said that the PIs outputs were very relevant to the making of informed choices, but the challenge is on how to make them available to the policy makers of the NBI governments. She particularly emphasized the achievements on the BSF Phase I, and the relevance of the Training of Trainers (TOT) session organized by SDBS in January 2009. She requested

the Nile-Sec to design appropriate strategies on the follow up activities related to Stages 2 and 3 of the BSF.

The Scoping Studies documents were handed over to the PSC chair by the team leader of each of the 9 Participating Institutions to launch the final publication of the studies, to the PSC and other stakeholders.

**Objectives:**

The objectives of the meeting include:

- Review and approval of Annual Report 2008 and Semi-annual Work Plan of 2009
- Review the Participating Institutions' Final Actual Studies Reports-2008 and discuss on way forward of the recommendations,
- Benefit Sharing Framework Phase I status report and next steps

**Participation:**

The meeting was attended by:

The PSC members from Burundi, D.R. Congo, Egypt, Ethiopia, Sudan and Uganda [It was noted with sadness, that the PSC Member from Rwanda had a serious motor accident which has left him bed ridden]

Observers from the World Bank

Nile-Sec and NELSAP representatives, and

Representatives of the Participating Institutions

(List of participants is attached as Annex 1)

**Adoption of the Agenda:**

The Agenda of the fourth SDBS meeting was unanimously adopted with minor additions on item 4 by adding "minutes" before "previous meeting".

**II. Presentations and Discussions**

**1. Matters arising from the minutes of the third PSC meeting of December 2007**

The Ag. Regional Project Manger of the SDBS, Dr. Helen Natu presented the matters arising from the minutes of the third PSC meeting of December 2007. The report highlighted on the decisions/recommendations of the 3<sup>rd</sup> PSC meeting of December 2007, and the actions taken to implement the decisions. (The full report is attached as Annex 2).

**Discussions:**

As the SDBS products are diverse and useful for the NBI, it is critical that they should be mainstreamed into: (a) NBI countries, (b) SAPs investment programs, and (c) Institutional Strengthening Project (ISP). Some work has already been done to mainstream the products into the ISP in the context of the Nile Basin Sustainability Framework.

The Nile Transboundary Development Facility (NTDF) component of the SDBS was cancelled mainly because of lack of time for implementation given the decision of the

July 2007 mid-term review to complete the project by December 2008. The selection process (developing NTDF selection criteria, pre-selection of 67 proposals, etc) took time, and it was decided to cancel the component and to focus on the other project deliverables. However, during the June 2008 project implementation supervision mission, it was agreed to implement selected 2 to 3 Collaborating Institutions (CIs) proposals through the SAPs. Accordingly the SDBS PMU communicated with the SAPs on these recommendations. The NELSAP selected two proposals: i) A CI's innovative proposal on appropriate irrigation technology; and ii) A CI's proposal on cross-border Trade), but the PMU was not able to provide funding as the component was closed. However, the money could only be accessible after project closure, but through the NBI.

The NTDF component budget was not reallocated, and it is available for use by the NBI. However, the SAPs can use their own resources to implement the selected CI proposals and get reimbursement from NTDF later, which might take 4 to 6 months after project closure in June 2009.

The sustainability plan of SDBS will be part of the project completion report, which should be available by 30 April 2009.

The lessons learned are included in the SDBS annual Report 2008, which also highlights the impacts (both internal and external) as per the requirements of the NBI results based reporting format.

**Decision:**

- The NTDF Fund could be reallocated by NBI to SAPs selected CIs or completion of the Benefit Sharing Framework or NTDN activities
- The CI proposals selected by NELSAP could be funded. It is also possible for SAPs to select other relevant CIs' proposals from the remaining final 12 CIs' proposals.
- But, the SAPs (ENSAP and NELSAP) should formally communicate with the Nile-Sec for selected CI allocations

**2. SDBS Annual Report 2008, Income and Expenditure Report of 2008, and Audit Report of 2007.**

There were three separate reports presented consecutively to facilitate joint discussion on the physical and financial performance of the project.

The Ag. Regional Project Manger of the SDBS, Dr. Helen Natu presented the SDBS Annual Report 2008. The annual report highlighted on the key achievements with regard to the Nile Transboundary Development (NTDN)/PIs studies and the BSF Phase I. The PIs had delivered on their outputs with Actual Study Final Reports on their respective thematic areas submitted as planned before the end of December 2008. These reports were reviewed by external peer reviewers to ensure quality and relevance. The BSF Phase I had also been completed as planned with three distinct deliverables including the BSF Stage I final report, training material and TOT though the training was conducted in January 2009. (Annual Report attached as Annex 6)

The Finance Officer Callist Habaasa presented the Income and Expenditure Report, which highlighted the improvements in project disbursement in the fiscal year 2008 as compared to 2007. The expenditure was 93 percent of the plan without the NTDF allocation which was cancelled early in the fiscal year. (Report is attached as Annex 3)

The Finance Officer Callist Habaasa also presented the Audit Report, which was found to contain only two issues with regard to SDBS, and those were addressed during 2008. (Report is attached as Annex 4)

**Discussions:**

It was stated that the cancellation of the NTDF component was the right decision given the delay in implementation. It is not also possible to reinstate the NTDF before SDBS closure.

Although presentation on the PIs outputs had been summarized, it was emphasized that those details were in the reports availed to the PSC members were to be highlighted more in the cluster presentations to be made by the Lead PIs later.

**Decision:**

The Annual report was accepted subject to inclusion of the comments given by the PSC.

**3. Participating Institutions Presentations**

The three Lead Participating Institutions thus INP-Egypt; KIPPRA-Kenya and NUR-Rwanda of the three clusters (Cross Border Trade, Food Security and Livelihood, and Water/ Natural Resources Management) presented their cluster reports focusing on key findings, policy recommendations and implementation strategies.

**Discussions:**

The PSC requested for clarification on why there was no consolidated cluster reports for each of the three clusters. It was clarified that under UNOPS procurement procedure, Lumpsum contract Category 3 is entered into between individual PI and UNOPS. This led to disaggregated sub-topic within a cluster.

The PSC noted that the PIs outputs are very useful, and should inform policy making. They recommended that mechanism should be developed to sustain their outputs and that as PSC members who are government representatives could also help in availing the outputs to policy makers.

The PSC found it important to explore opportunities for institutional sustainability to continue on policy dialogue and dissemination of outputs. Finally, PSC recommended that launching of the final reports was critical considering the importance of these reports.

**Decision:**

- NBI works out a strategy/mechanism to ensure polishing, and finalizing of the outputs and effective dissemination as well as high profile launching.



- NBI has to put in place a coordination mechanism that ensures the SAPs take up the investment proposals the PIs have recommended and how the PIs can be involved in the follow up and implementation process more clearly.
- NBI creates a platform for these centers of excellence/think tanks/clusters, after SDBS closure in June 2009.in order for NBI to benefit from their own institutions. Sustainability of the contribution in research and policy analysis for the NBI countries, continuity and impact of the research outputs are also critical.
- PIs should be encouraged to look for internal sources to augment the resources for dissemination and sustainability.

#### **4. Benefit Sharing Framework**

The Ag. Regional Project Manger of the SDBS, Dr. Helen Natu presented the Benefit Sharing Framework Phase1, the PSC appreciated the work done so far, and requested clarifications on the way forward. (Report Attached as Annex 7)

#### **Discussions:**

The PSC discussed that the BSF is at the core of the Nile cooperation in terms of providing means to understand benefit sharing. They also noted that the work so far done was very encouraging, and mechanism should be found to continue the activities at Stages 2 and 3 in order to have complete understanding and implementation of the BSF

#### **Decision:**

- Undertake the BSF-SAPs [1-ENSAP and 1-NELSAP] Case studies before project closure in June 2009 as proposed by the SDBS Project Management Unit (PMU)
- Appropriate unit should be established within the NBI to make sure that Phase2 that entails Stage2 and Stage3 is completed. In addition, operationalize the BSF
- Another BSF TOT could be conducted before SDBS project closure with funding from ISP

#### **5. Semi-annual work plan and budget**

The Regional Lead Specialist Tamene Tiruneh presented the semi-annual plan while the Finance Officer Callist Habaasa presented the budget. The two presentations highlighted the key deliverables and resource requirements over the period from January to June 2009.(Report attached as Annex 5)

#### **Discussions:**

The PSC in their discussions noted that it is important to link the work plan and the budget and that the project closure activities must be included in the work plan and budget.

#### **Decisions:**

The semi-annual work plan and budget was approved on the condition that:

- the work plan and budget were consolidated on one table, and
- the project closure activities were included in the plan

### 6. Summary of the PSC Decisions:

- The cluster institutional arrangement is recommended where the clusters are connected to the ISP through a selected institution from the cluster and a liaison office. This will provide continuity to cluster NTDN activities and ensure quality of products from the cluster members.
- Appropriate unit should be established within the NBI to make sure that Phase2 that entails Stage2 and Stage3 is completed. In addition, operationalize the BSF
- The remaining NTDF budget has to be reallocated for (i) any CIs proposals of priority need by the NB countries, (ii) any proposed NTDN activities and any BSF related work.
- Project completion report should include exist strategy, and be available to the PSC by end of June 2009.

No.	Item	Due Date	Responsibility
<b>A. NTDN/Pis</b>			
1	Work out how to ensure finalizing of the outputs in terms of polishing and effective dissemination and high profile launching	30 June 2009	SDBS PMU Nile-Sec
2	Put in place a coordination mechanism that ensures the SAPs take up the investment proposals the Pis recommended and how the Pis can be involved in the follow up and implementation process more clearly	30 June 2009	SDBS PMU Nile-Sec
3	Create a platform for the centres of excellence/think tanks/clusters for some time after SDBS closure in June 2009 for sustainability, continuity and impact of the research outputs	30 June 2009	SDBS PMU Nile-Sec
4	Pis should be encouraged to look for internal sources to augment the resources for dissemination and sustainability	30 June 2009	SDBS PMU Pis
5	Cluster institutional arrangement to facilitate NTDN cluster activities through ISP, selected PI lead institution and a liaison office	30 June 2009	SDBS PMU Pis ISP
<b>B. BSF</b>			
6	Undertake the BSF Case studies	31 May 2009	SDBS PMU Consultant
7	Establish appropriate Unit within the NBI to make sure that the BSF is implemented	30 June 2009	Nile-Sec SDBS PMU
8	Conduct another BSF TOT before SDBS project closure	30 June 2009	SDBS PMU SVP Coordination
<b>C. Project Management</b>			
9	NTDF budget has to be reallocated to: (i) the CIs	30 June 2009	Nile-Sec

	proposals of priority needed by the NB countries, (ii) the proposed NTDN activities and the BSF related work		SDBS PMU SVP Coordination
10	Project completion report with exist strategy	30 June 2009	SDBS PMU

### III. Closing Session

The development partners' representative, the PI rep, and the PSC chair made closing remarks.

The development partners' representative thanked the PSC for the good leadership provided over the project period and the discussions made at the meeting. She also applauded the PIs for their contributions to the achievement of the project objectives, particularly in relation to the NTDN activities. On behalf of the World Bank, she extended thanks to all including the SDBS PMU for their good work in implementing the project.

Representing the PIs, the representative of EPRC extended thanks to the NBI, PSC and donors for their time to deliberate on the project. She also appreciated the NBI and SDBS PMU guidance in undertaking the PIs studies. She emphasized the need for a continued collaboration to make use of the studies outputs.

Representing the PSC, the member from the Sudan thanked the PSC chair for her able leadership of the meeting and other members for their active participation. He acknowledged the good work done by the PIs with regard to their studies and PMU for its effective implementation of the project. He underlined the need for the dissemination of the PIs studies and other outputs of the SDBS.

The PSC chair, in her closing remark, appreciated the PSC members, development partners, PIs, and SDBS PMU for their achievements in facilitating project implementation. As this is the last SDBS PSC meeting, she congratulated the PMU for its good work so far, and requested that everyone should focus on sustaining the outputs. She emphasized that the Nile-sec had a big role in sustaining the SDBS outputs after project closure. She acknowledged the financial and technical support of the development partners especially the World Bank and Department for International Development (DfID) of the United Kingdom.

End

### Annexes

Annex 1: List of Participants of the 4<sup>th</sup> SDBS PSC Meeting

Annex 2: Matters arising from the minutes of the third PSC meeting of December 2007

Annex 3: SDBS Project 2008 Income and Expenditure Report


Annex 4: SDBS Annual Audit Report for 2007

Annex 5: SDBS Project Semi-annual Plan January - June 2009

Annex 6: SDBS Project Annual Report 2008

Annex 7: The Benefit Sharing Framework Phase 1

Signed:

 8/04/09

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PSC Chair                      Date  
N.P Washeba (Mrs)

 8/4/2009

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PSC Secretary              Date  
Hellen Natu