



Shared Vision Program Coordination Project Completion Report

**Nile Basin Initiative Secretariat,
Entebbe, Uganda**

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

(i) Summary of the Report

The Shared Vision Program (SVP) project portfolio was identified and prepared through a participatory process involving a range of stakeholders from the Nile riparian states. It includes seven thematic projects focusing on water resources, the environment, power trade, agriculture, applied training, communication and stakeholder involvement and socioeconomic and benefit sharing. These projects are addressing the priority water-related sectors and cross-cutting themes identified by the Nile riparian to ensure an integrated and comprehensive approach to water resources development and management. The projects also served as a catalyst for broader socioeconomic development and regional cooperation.

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

The SVP-C Project was therefore conceptualized as a backstopping mechanism for the Nile-SEC executed basin wide Shared Vision Program, intended to augment the institutional capacity of the secretariat to provide oversight to the basin wide activities and support with the coordination function. It was the first to commence among the SVP projects to provide support in the inception phases of the other seven SVP projects.

The project activities started in October 2002 to support the operationalization of the other SVP projects through a bridging fund. It was formally effective on October 16, 2003 through a Grant Agreement signed on April 22, 2003. During the preparation stage of the Institutional Strengthening Project (ISP), it was decided to close up the SVP-C project and to absorb its functions including SVP supervision, programs coordination, mainstreaming of outputs and functions of SVP, M&E, knowledge management, administrative and financial systems development, UNOPS contractual management, etc. within the ISP. The project was therefore closed on December 31, 2008 after the ISP was effective in October 2008.

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

Section 1 covers the project background including key areas of project focus, basic data, objectives, expected results and key project milestones. Section 2 includes the project implementation arrangement with challenges faced in the implementation setup and operations. Section 3 lists project reviews and evaluations made and how the recommendations were addressed. Section 4 provides the key project achievements, impacts and output based financial performance. Partnerships built and how these partnerships will continue to benefit the project target groups is included in Section 5. The risks identified during the preparation of the project and whether these risks have materialised and have been sufficiently considered during implementation is included in Section 6. Section 7 describes the lessons learnt during the project implementation. The knowledge resources and documents prepared during the life time of the project are included in Section 8. Conclusion, major outstanding issues after closing of the project, recommendations and the way forward are included in Section 9.

The project acknowledges the national governments, through the Nile-TAC Members for their guidance and support, the Development Partners for their technical and financial support, and the NBI (Nile-SEC, SVP and SAPs) staff as well as all decision makers, professionals and experts involved through projects' steering committees, working groups, technical committees, national level coordination, etc. for their dedication, commitment and contribution to the successful delivery of the project's results.

(ii) List of abbreviations and Acronyms

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

1 Introduction and Project background

1.1 Project Background

The Shared Vision Program (SVP) is an NBI's multi-country, multi-sectoral, grant-funded program of collaborative action, exchange of experience, trust and capacity building, operating in all the 9 countries that make up the NBI¹. The SVP has created an enabling environment that fosters sustainable trans-boundary cooperation in management and development of the Nile resources through the following seven thematic projects, and one coordinating project:

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

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

During the detailed design and preparation process of the seven SVP projects, it was realized that in order to ensure quality control and fiduciary responsibility for the overall success of the Shared Vision Program and the long-term sustainability of the NBI, it is required that the projects are well coordinated at both the basin and national levels, synergies are captured, projects operate within the NBI framework, and generic procedures are put in place and implemented. To this effect, the strategic vision put forth by the NBI, was to build the capacity the Nile-SEC, to manage and oversee regional projects while maintaining a lean central organization. The SVP Coordination (SVP-C) project was therefore established as a mechanism for the Nile Basin Initiative Secretariat to meet these needs.

The SVP-C dominant activities during the inception phases of the SVP projects included facilitation and participation in projects' appraisals, preparation of projects' implementation documents and implementation manuals, negotiation of grant agreements with the World Bank, preparation and negotiation of management services agreements with UNOPS, development of generic guidelines and implementation arrangements, setting up regional project management units including staffing, start up of project activities, and later in the process, developing and operation of the NBI Results-Based Monitoring and Evaluation System.

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

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

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

As SVP moves towards completion, it was recognized that the wealth of knowledge and valuable products established by SVP which are substantial building blocks for the future River Basin Organization and specifically for sustainable Integrated Water Resources Management (IWRM) should be captured, mainstreamed and sustained. The SVP-C has prepared a strategy for mainstreaming and sustaining the SVP outputs and function as well as detailed action plan by project which is now being implemented.

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

The project also supported NBI in establishing coordination mechanisms with other initiatives such as the FAO executed Nile Basin information products for water resources management, implementation of Memoranda of Understanding frameworks like with Nile Basin Capacity Building Network - River Engineering (NBCBN RE), International Water Management Institute (IWMI) among others.

The project cost was initially estimated at US\$9.8 million, made up of in-kind contributions from the NBI riparian states estimated at US\$4.4 million² and partners support estimated at US\$5.4 million. In the subsequent extensions however, the total project cost from the partners support was increased to US\$ 11.6 million to cater for additional requirements by NBI and the UNOPS fee for all the other SVP projects to be paid through the SVP-C.

The NBI Technical Advisory Committee (Nile-TAC) composed of two senior officials from each NBI country served as the project steering committee for the SVP-C Project. A total of

² The estimated in-kind contributions from the NBI countries includes the annual contributions to the NBI (NBI Secretariat and office space, etc.) as well as the cost of the national NBI offices in each country.

five steering committee meetings were held during the project's five years of operation. The project experienced challenges especially in the start up of projects. The estimated project commencement dates were delayed causing delays in the overall program implementation. As a result most projects were given no-cost extensions to cover these initial delays. The project also experienced challenges of extending its services beyond the initially planned SVP activities. The Secretariat staffing being lean, called for the extra support from the Project.

Other challenges included the delayed conclusion on the cooperative framework, insecurity and conflicts in some parts of the basin, and high countries expectations from the SVP projects. The complex nature of the projects, involving many sectors and many countries, and turnover of representatives on the various projects teams were also challenging.

1.2 Basic project data

- Project Name Shared Vision Program Coordination Project (SVP – C Project),
Project Number: **P076499**; Grant number: **TF 052132 NB**
- Supporting Partners Canada (CIDA); Denmark; European Union; Netherlands; Norway; Sweden; United Kingdom; World Bank / DGF; World Bank/GEF Through the Nile Basin Trust Fund (NBTF) Germany (GTZ), direct support
- Duration of Project Initial Plan – 6 Years (2003 – 2009)
Revised Plan - 5 Years (2003 – 2008)
- Grant Signature and effectiveness dates and Grant Signature date: April 22, 2003
Effectiveness date: October 16, 2003
- Completion and Closing date Initial Completion date/Closing date: December 31, 2006 /June 30, 2007
Revised Completion date/Closing date: June 30, 2008/Decmeber 31, 2008
- Total project budget **Total project cost (SVP Master PAD) is US \$ 5.4 million of which;**
1st Phase Grant Agreement: US \$2.87 million through the Nile Basin Trust Fund
US \$ 0.30 (€ 0.25) Mill. - direct bilateral support provided by Germany/GTZ
Revised Grant Agreement (extension of first phase):
First amendment of Grant Agreement: additional US \$2.26 million
Second amendment of Grant Agreement additional US \$6.47 million including UNOPS fees US \$ 5,645,499.
(Total funding through NBTF is US \$11,600,000)
- Geographic location At the NBI Secretariat, Entebbe, Uganda
- Executive agency NBI

1.3 Project objectives, Key Expected Results (outputs, outcomes, impact) and Targeted Groups / Beneficiaries

The SVP Coordination Project was established to strengthen the Secretariat in a targeted manner to meet the needs of the SVP through ensuring both strong ownership of the SVP by the riparian states and effective program execution. It was meant to strengthen the capacity

of Nile-SEC to carry out basin-wide programs, ensure coordination among NBI programs and projects, and effective oversight of the seven thematic SVP projects.

A mid-term review of the SVP Coordination Project was conducted during December, 2006. The review recommendations mainly focused on strengthening NBI institutional capacity to support “one NBI” and to strengthen SVP supervision and coordination focusing on priority core functions that support to build a permanent Nile Institution and on activities to support planned or future SAP investments. Subsequently the project grant was amended on June 25, 2007 which included updating of the project objectives and components. The following table shows the initial and revised project objectives and components.

Initial SVP-C Objectives	Revised SVP-C Objectives
(i) Strengthen the capacity of the NBI to execute basin wide programs (ii) Ensure effective oversight and coordination of the NBI's Shared Vision Program	(i) Ensure effective supervision of the Shared Vision Program (SVP) and coordination of the NBI projects/programs (ii) Strengthen the capacity of the NBI to execute basin-wide programs
Initial SVP-C Components	Revised SVP-C Components
(i) Program Coordination (ii) Financial management and Information Sharing (iii) Knowledge Management and Information Sharing (iv) Monitoring & Evaluation (v) Capacity building	(i) SVP Projects Supervision and NBI Program Coordination. (ii) NBI Institutional Strengthening.

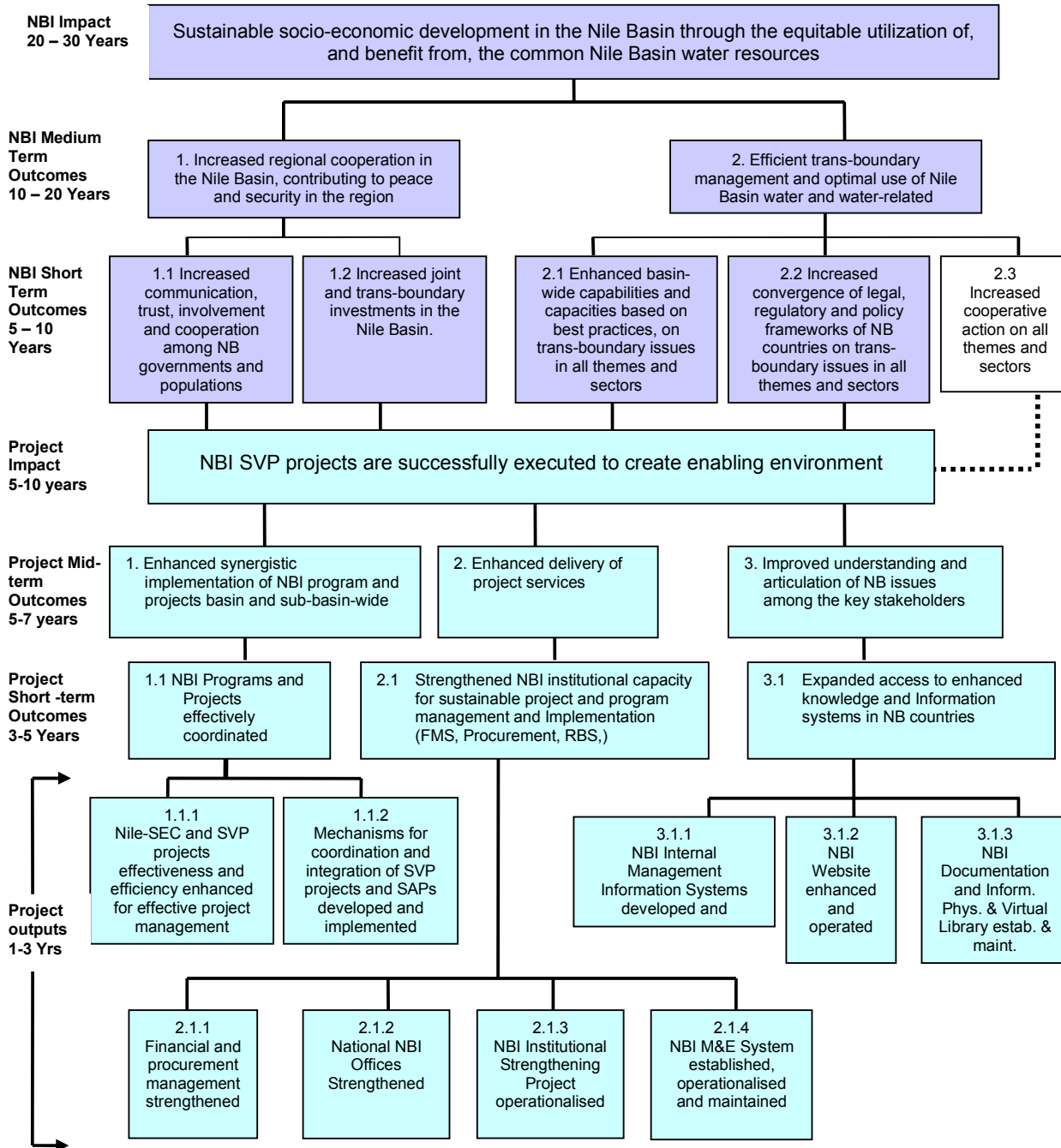
According to the Master Project Appraisal Document (PAD) for the SVP, the achievements of the SVP Coordination project will be judged by the following outcome indicators:

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

Since end of 2006, the NBI has developed and adopted a Results Based System (RBS) for monitoring and evaluation that is used to track the progress and impacts of interventions towards meeting its overall shared vision. Results (impact, outcomes and outputs) are defined at the Corporate, Program and Project levels. The planning and reporting of all NBI programs and projects as well as the cumulative NBI reporting are based on the NBI outcomes and the outcome indicators as defined in the NBI Result Chain and Log-frame. Hence, for SVP-C impact, outcomes and outputs have been defined and linked to the overall NBI corporate level results as shown in the Results Chain below.

According this Results chain, the SVP-C project short-term outcomes and the outputs absorb the outcome indicators included in the Master SVP PAD.

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



1.4 Targeted Groups / Beneficiaries

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

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

1.5 Key project milestones

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

2 Implementation and Steering Arrangements

2.1 Description of Implementation Set up and operation

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

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

The implementation and financial management arrangements for the SVP-C project are unique among the SVP projects. As in the other SVP projects, UNOPS provided support in financial management, procurement of goods and services, and capacity building. However, since the SVP-C project staff are charged with the oversight of the overall SVP; thus they oversee UNOPS in its role as PSA and hence to avoid any possible conflict of interest, Nile-SEC directly contracted the project staff. The financial controls ensured that the funding streams remained separate and managed separately from the other Nile-SEC resources through the establishment of a special account for the project and by ensuring that funds are expended against only the project activities.

Staffing: The required new staffs were hired by the project fund while the existing Nile-SEC staff continued to be supported by NBI states core contribution funds. However, all staff operated as an integrated team to deliver the SVP and provide overall support to NBI activities. The Nile-SEC organizational structure, up to December 2008, including the staff recruited through the SVP-C project fund is attached as **Annex 10.1**.

As per the initial staffing plan, the professional staff hired by the SVP Coordination project at the initial implementation stage include: Senior Program Officer (regional hire); Finance/procurement officer (national hire); Program Officer (national hire); Information Management Specialist (regional hire). Other support staff, bilingual secretary/administrative assistant and a driver were also nationally hired. However, during the implementation period, it was recognized that the tasks related to the management and coordination of basin wide programs required more staffing than initially anticipated. Therefore, in addition to the above staff, Regional M&E Specialist, Assistant M&E, Accountant and Librarian were recruited.

Project Steering committee: To ensure ownership of the project, The NBI Technical Advisory Committee (Nile-TAC) composed of two senior officials from each NBI country served as the steering committee for the SVP Coordination Project. The steering committee provided strategic guidance, direction and oversight to ensure that the project objectives are achieved, within the overall framework of the NBI and its shared Vision, and that the project remains within budget and on schedule. The steering committee reviewed and approved annual work plans and financial reports. In addition this arrangement helped to keep the Nile-TAC (Board of the NBI) well informed on the other SVP projects' implementation status and facilitated to resolve policy and strategic issues that required intervention and decision by the Nile-TAC. Donor partners, the World Bank, UNOPS, and other appropriate parties were invited as observers to the meetings as appropriate. The steering committee met at least annually at the Nile-SEC and as required additional extraordinary meeting was organized. The Nile-TAC chairperson served as the steering committee chair, while the SVP Coordination Project will provide secretariat support to the committee.

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

To ensure effective oversight and coordination of the SVP projects, the Nile-SEC through the SVP Coordination Project will closely operate with the PMUs through periodical visits, participation in the SVP projects' steering committee meetings and supervision missions. and

workshops. As per the initial project design biannual Project Managers meeting were organized at the Nile-SEC but soon after most of the projects were operational, these meetings were upgraded to include the Subsidiary Action Programs (SAPs) to ensure SVP-SAP coordination.

Communication with NBI Development Partners: Effective information flow on SVP program progress, financial need and on other related issues was ensured through participation in the NBTFC Committee meetings held twice a year (one formal and the other informal) and through direct communication and discussions with individual donors as appropriate. The Senior Program Officer participated in all the NBTFC Committee meetings starting from 2002 and presentations were made on issues related to the SVP including progress, achievements, challenges, financial implementation and needs.

2.2 Challenges Faced in Implementation Setup and Adjustments Made

The project faced several challenges due to the implementation setup and related difficulties that hinder the project to efficiently operate. The main challenges and efforts made to tackle these challenges are described below.

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

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

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

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

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

The project has supported Nile-SEC to initiate discussion with the countries relevant ministries including ministries of foreign affairs and finance on the need for legal recognition to NBI by the countries. All the countries have agreed to grant legal status to NBI.

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

the project staff to be involved in more activities than initially anticipated and hence could not accomplish the main functions of the project on time.

Starting from 2006, additional professional staff were recruited.

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

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

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

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

2.3 Challenges faced on the Original Project Plan/budget and changes Made,

The project cost was initially estimated at US\$9.8 million, including in-kind contributions from the NBI riparian states estimated to equal US\$4.4 million and partners support estimated at US\$5.4 million. However, the initial funds available did not allow for full implementation of the proposed project. As a consequence, project activities were phased. The project started with an initial grant of US\$2.87 million financed by the NBTf through a grant agreement between the NBI and the World Bank and with additional direct support by German/GTZ in the amount of US\$300,000. The project activities were not hampered due to lack of sufficient budget since progressively increased to US\$ 11.6 million. Based on the decisions made to channel the payment of UNOPS fee through the SVP-C, this amount includes UNOPS fee in the amount of US\$ 5.65 million for the services rendered for the management and administration of all the other SVP projects.

Component 5 of the project initially included targeted training for suppliers and service providers in NBI countries. This task was omitted since it required more budget for implementation and due to the fact that the NBI institutional strengthening was given more priority.

The original SVP-C project design did not include adequate emphasis on the close supervision and quality control of the individual SVP Projects. The mid-term review of the project has identified this problem and the objectives of the project have been revised to address close supervision of the SVP projects.

3 Project Reviews/Evaluations

During the project period the following project reviews/evaluations were conducted. Missions were held focusing on technical, financial and procurement functions. Main issues/recommendations and actions taken to resolve the identified issues are listed below.

June 28 – July 3, 2004:	Project Implementation review mission by the World Bank
June 29, 2004:	Project Financial Management Supervision Mission by the World Bank Kampala Office
October 2-8, 2005:	Project Procurement ex-post review by the World Bank Kampala Office
October 2-8, 2005:	Joint project implementation review mission by the World Bank, CIDA, Norway and GTZ
March 6-22, 2006:	Informal SVP Review Mission by the World Bank
June 5-16, 2006:	Procurement post review by the World Bank Kampala Office
July 14-19, 2006:	A mission by the World Bank mainly to initiate an Institutional Strengthening proposal for the NBI (includes financing and support to preparation of ISP through the SVP-C)
December 11-15, 2006:	Project Mid-Term Review Mission by the World Bank, CIDA and GTZ
April 28-May 2, 2008:	NBI ISP Appraisal Mission by the World Bank and NBI senior staff (included SVP projects issues and UNOPS/NBI MSA)
July 7-16, 2008:	NBI ISP Joint Implementation Preparation and Work Planning Mission by the World Bank and NBI senior staff (included SVP projects issues and UNOPS/NBI MSA)
October 13-17, 2008:	NBI ISP Preparation for Effectiveness Mission by the World Bank and NBI senior staff (included SVP completion and closure and other related issues)

The recommendations and changes made during the above project implementation reviews and evaluations have significantly assisted the project to improve the implementation of the activities in several ways and enabled the project to be focused and deliver the priority NBI needs.

4 Project Cumulative Achievements and Impact

4.1 *Impact/Objectives Achievements (as measured by levels of indicators achieved and geographical and target group coverage)*

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

Objectives:

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

As a coordination project providing support to the NBI secretariat and other projects to achieve their objectives and plans, the achievements of SVP-C are mainly influenced by the achievements of the rest of the NBI programs and projects.

SVP Projects evaluation at individual project and program levels were found to be generally meeting their overall goals. The successful implementation was partly a result of effective oversight and coordination by the SVP-C project and is in line with the expected project impact statement.

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

At Program level, key outputs that are important for providing enabling environment for investment have been realized in strategic areas for the basins sustainable development. The Benefit Sharing Framework developed under the SDBS Project, EIA guidelines for power development, Water policy guides for best practices, water quality monitoring network, strategy for wetlands management, capacity building in IWRM related fields, best practices in water harvesting are some of the key results that will promote the basin's sustainable development.

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

- (i) Common understanding of areas of focus of projects has been enhanced by the effective coordination of SVP Projects through meetings of individual projects. There has been useful feed back on the agreed actions from the SVP Projects. The NBI programs and projects had the opportunity to update each other on the progress in implementation and jointly strategize future directions for enhanced delivery. Areas of linkages and synergy among programs and projects were reviewed and targets set for specific actions.
- (ii) Rate of delivery of project services has been enhanced through strengthening NBI institutional capacity for sustainable project and program management and implementation (FMS, Procurement, and RBS). This has been achieved through improved systems for financial management (sun system) at Nile-SEC, the Results Based System – basin-wide, recruitment of professional staff, etc.
- (iii) Capacity building skills gained on the Results Based System (RBS) is increasingly facilitating the entire institution to work effectively towards achieving the Nile Basin

Shared Vision. The orientation to the Results Based Management (RBM) has improved the clarity on how the different NBI activities can contribute towards attainment of the shared vision. To-date, there is 100% usage and approximately 80% compliance throughout NBI on the Results Based System, with all SVP projects, SAPs and most of the SAP projects now applying the RBS tools for planning, reporting and monitoring. Basin-wide, the projects have been able to focus on priority results in their work planning, report and communicate their progress to all stakeholders, analyze risks and assumptions, and identify key implementation challenges and loopholes on a timely basis.

- (iv) There is increasing understanding and articulation of NB issues among the key stakeholders through expanded access to enhanced Knowledge and Information Systems in NB countries. Knowledge and Information sharing among professionals in all the basin countries has greatly expanded and dissemination durations have been shortened.

4.2 Key Outcomes (as measured by levels of indicators achieved and geographical and target group coverage)

Mid term outcome 1. Enhanced synergistic implementation of NBI program and projects basin and sub-basin-wide

Two indicators were identified for the medium term outcome.

- **Number of collaborative undertakings between and within projects and programs: Approximately 30% of activities unique to each project were of the planned collaborative undertakings.**
- **The variability between the SVP projects in their performance rating by donor supervision and evaluation missions: This was moderately high but reduced following the mid term review of the projects.**

General Achievements:

The SVP Coordination Project initiated use of tools like the linkages matrices which sharpened the synergistic focus and implementation by clearly bringing out the potential areas of collaboration among the NBI projects and programs. Examples of activities where collaboration was realized included ATP supported training activities in flood management, modeling for impacts of climate change and IWRM in ENSAP; Other capacity building activities were conducted in specific areas based on identified needs by the SAPs. The needs varied over a wide range including negotiation skills in power trade, environmental management, procurement, water projects planning, study tours etc. In other cases SVP projects staff were located within SAPs to provide support on full time basis in specific areas. CBSI project hired staff to provide support in social development and development communication. In a similar manner, NTEAP hired staff to provide support in environment aspects to development.

The project has enhanced synergistic implementation of NBI Programs and Project at the basin and sub basin through establishment of coordination mechanisms that include joint planning and reporting of activities, common monitoring and evaluation system, harmonizing the financial management and procurement systems, common knowledge base and information management system, development of common formats and templates that demonstrates the oneness of NBI. Moreover the Institutional strengthening project will galvanize the coordination mechanism as it will be implemented through the foundation laid by SVP-C as one project through the three main centers of NBI vis Nile-SEC, ENTRO, and NEL CU. This implies that the work planning and reporting will be conjured to reflect and conform to the oneness of the project and therefore oneness of NBI.

Short term outcome 1.1 NBI Programs and Projects effectively coordinated

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

General achievement:

While adoption was at 100% approximately 80 % of the NBI programs and projects were complying to the requirements of the Results Based System (RBS) by end of 2008. The RBS is one of the key systems NBI is effectively using to ensure coordinated planning, implementation monitoring towards achievement of a common focused goal, and coordinated reporting of progress. The rate of compliance to the RBS is expected to increase in 2009 because a lot of capacity building of implementing stakeholders was undertaken during 2007 and 2008.

Effective coordination of programs and Project will be sustained through institutionalizing of the established tools like the results based system, best practices manuals and guidelines, continuous updating of the NBI calendar among others.

The coordination forum of NBI programs and projects, which holds regular planning and reporting meetings has been an important mechanism, which ensured that SVP projects and SAPs operate not in isolation, but in a way that mutually reinforce the efforts of each other and this will continue supporting projects delivery.

Mid term outcome 2. Enhanced delivery of project services

Indicators:

- Annual and cumulative achievements as a % of targets by project / program:
- Number of projects / programs meeting their targets in time;

General achievements:

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

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

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

Enhanced delivery of project services will be sustained through the vigilance of the NBI in ensuring that it delivers on the ground the objectives for which it was established.

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

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

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

Indicators were:

- **Level of compliance to the established management processes and procedures:**
- **Number of feedbacks received / learning points distilled from RBS; and the extent to which they are used to inform decision-making and adjustment of plans for achievement of results;**

General achievements:

Seven (7) SVP projects were using UNOPS systems 100% (FM and Procurement systems) for their management. SVP CP was adhering to the World Bank guidelines. Through a highly consultative approach the conflicting areas especially in procurement were always resolved in record time.

Generally, all projects and programs were at 80% compliance to the RBS specifications by end of 2008. There was a lot of enthusiasm in harmonizing the planning and reporting and providing feed back in the entire process.

The mechanisms established for strengthening institutional capacity for project and program management will be further consolidated through the Institutional Strengthening Project, and ultimately form part of the institutional tools for project and programs management.

Mid term outcome 3. Improved understanding and articulation of NB issues among the key stakeholders

Indicators were;

- **The extent to which NBI issues are reflected in national plans and budgets of NB countries:**
- **# Official national pronouncements which include NBI issues;**

General achievements:

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

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

Overall;

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

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

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

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

Indicators;

- ♦ **Number / % of key stakeholders in NB countries whose knowledge of NBI issues is up-to-date.; 45% of total (estimated from number of Government Ministries, NGOs, Media groups, Research and academic Institutions NBI has worked with)**
- ♦ **The level of information exchange among key stakeholders; this is rated as medium.**

General achievements;

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

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

4.3 Output levels achieved (as measured by levels of indicators achieved and geographical and target group coverage)

Output 1.1.1. Nile-SEC and SVP projects effectiveness and efficiency enhanced for effective project management.

Indicators and achievements;

- Positions fully operational as % of required staff establishment at Nile-SEC and projects: By Dec, 2007, Nile-SEC & all SVP projects had reached 100% staffing.
All staff filled their performance evaluation forms. Staff appraisal is on-going.
- % budget and plan realization:
88 % of the total project budget is disbursed by end of the project.

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

Indicators and achievements:

- Development and level of implementation of a coordination and integration strategic plan.
All scheduled meetings of all projects successfully held.; One linkage matrix
- Number of activities implemented jointly in support of SAPs ;
Joint achievements in awareness raising, EWUAP closely works with NELSAP Agriculture project preparation and provided other technical supports, assessment of national capacities to conduct NBI activities; Promotion of a coordinated approach to capacity building, preparation for the Nile Development Forum, preparation of the NBI RBS, development of criteria for inclusion / collaboration; Coordinated team of IT specialists supporting NBI Knowledge Management functions.; CBSI supported SAPs communications development, stakeholders involvement and social development activities; SAPs involved in the WRPM DSS design and implementation process; Environmental related awareness materials for SAPs and wetlands ecological and social economic studies in SAPs subbasins, NTEAP and WRPM are directly supporting SAP through staff for SAPs; RPT is involved in reviews of SAPs studies of power projects and the trainings and studies conducted by the project are directly benefiting SAPs. ATP provided several training and study tours planned with SAPs, SDBS project was engaged in providing technical assistant, Benefit Sharing Framework prepared and in consultation with SAPs.

Output 2.1.1. Financial management System (FMS) Strengthened

Indicators and achievements:

- Level of upgrading of NBI FMS;
Sun system accounting package customized for Nile-Sec optimum use, the system is upgraded, Sun system installed for ENSAP-CU
- Average number of annual audit queries
No major audit queries so far

Output 2.1.2. NBI National Operations strengthened

Indicators and achievements:

- Acceptance of completed national assessment reports on strengthening National NBI offices;

National implementation strategy and action plan has been prepared, endorsed by the Nile-TAC and under implementation by CBSI in all the NBI participating countries.

Output 2.1.3: NBI Institutional Strengthening Project operationalised

Indicators and achievements;

- Timeliness of project approvals and effectiveness

The project was approved and is currently under implementation

Output 2.1.4: NBI M&E System established and operationalised and maintained

Indicators and achievements;

- Level of compliance of NBI reports to RBS.

All projects and programs are now preparing their annual planning and progress reports following the RBS. Level of compliance is estimated at 80%

- # Successful review and evaluation missions

Since 2007, reviews and evaluations have been successful since reports

The design of the NBI Results Based System was completed in 2007 and full implementation initiated in the same year. In 2007 and 2008, the focus in M&E was on building up the capacities within NBI and all the stakeholders to effectively implement the RBS.

Training in the Results Based System was provided to Projects' Steering Committees of all SVP projects, SVP and some SAP Technical Committees / Working Groups, to ensure their involvement and support in the development, application and sustenance of the Results Based System.

The RBS was endorsed by all stakeholders and level of compliance is estimated at 80%. All the five main tools of the RBS are in use by all NBI programs and Projects (2 SAPs and 8 SVP Projects), including the corporate level.

Output 3.1.1: NBI Internal Management Information Systems developed and strengthened

Indicators and achievements:

- Number of tools developed and in use (Knowledge management guidelines, IT tools, information strategies).

5 tools are currently in place (Information standards & guidelines, Website, Portal, Mail system, Cyber & virtual Library)

- Number of materials translated into French:

Has moved from low to medium

Output 3.1.2: NBI Documentation and Information Physical and Virtual Library established and maintained

Indicators and achievements:

- Number of library users;
4-5 per day
- Types and number of references materials accessible in the library;
2000 – 2,500 copies of each of 7 categories; 25 full text Databases; Archive building constructed.

The project Logical Framework and cumulative achievement by outcome and outputs are included in **Annex 10.2**.

4.4 Key Project Results (Contribution to the NBI Vision)

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

The Shared Vision Program was designed to enhance capacity, build trust and provide an enabling environment for cooperation between the Nile Basin countries. The Shared Vision Program was anticipated to significantly strengthen the ability of the Nile Basin countries to cooperatively manage their resources in a sustainable way in line with the NBI Shared Vision. The SVP-C project has played a critical role to ensure that the SVP projects met their objectives and intended results. The coordination function was crucial for the integration of the sectoral and thematic projects of SVP and in directing them to successful completion. Once completed, the SVP Projects would provide an enabling environment for investment to take place on the ground. The coordination effort was therefore a key intervention in ensuring the SVP contributes to building the Nile Basin Institution, and hence to the overall attainment of the NBI Shared Vision.

Enhanced ownership and trust through increased awareness of the benefits of Nile cooperation was at the beginning a challenging task for the SVP projects. The expectations of the countries from the projects were mainly on addressing countries specific needs rather than building the transboundary perspectives. Starting from the initial SVP projects implementation period, the SVP-C project has put much effort in creating awareness among the Steering Committees and projects staffs on the need to promote transboundary issues and efforts to ensure that SVP builds the intended foundation for transboundary water resources management and development.

The overall success of the SVP projects depends on the sustainability of the projects outcomes and functions to support the long-term river basin management. The SVP-C project has made an important contribution in directing the SVP projects to focus on accelerating their response to the evolving NBI needs mainly to building the core functions of a sustainable Nile institution and to support the SAP investments. A strategy for mainstreaming and sustainability of SVP outputs and functions has been prepared to guide the process, the outputs and functions of each project have been identified and action plans have been prepared which are now under implementation. When successfully implemented, the strategy

and action plans will ensure that outputs and products from the closing SVP projects continue to be delivered as part of the institutionalized functions of the relevant NBI and non-NBI institutions.

4.5 *Unexpected / Ancillary Results Achieved and their significance*

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

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

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

The project took the lead role in ensuring productive collaboration with other development oriented organizations like International Water Management Institute, FAO Nile Water Project, among others. It also provided technical backstopping to the Nile-SEC in myriad ways ranging from preparation of technical documents to attending, participating and hosting of individuals or groups that sought information from the Nile-SEC. This particular need necessitated project staff to be assigned to undertake missions to other organizations for meetings of collaborative nature. Such collaborative activities were established with EAC, IWMI, NEWATER (a European Union water Initiative), NEPAD, ENEP, ANBO/INBO among others.

5 Financial Performance and Procurement

5.1 *Funding and Financial status*

The project cost was initially estimated at US\$9.8 million, including in-kind contributions from the NBI riparian states estimated to equal US\$4.4 million and partners support estimated at US\$5.4 million. However, the initial funds available did not allow for full implementation of the proposed project. As a consequence, project activities were phased. The project started with an initial grant of US\$2.87 million financed by the NBTF through a grant agreement signed between the NBI and the World Bank on April 22, 2003 and with additional direct support by German/GTZ in the amount of US\$300,000.

The project budget was raised to US\$5.13 million from the NBTF through an amendment made to the Grant on November 9, 2006. Based on the decisions made to channel the payment of UNOPS fee through the SVP-C, the Grant was again amended on June 25, 2007 and the amount was raised to US\$11.6 million. This amount includes the UNOPS fee amounting to US\$ 5.65 million for the services rendered for the management and administration of all the other SVP projects.

The following tables show the project budget implementation by Category, funding sources, by Grant and by Component.

Budget Implementation by Category of the Grant Agreement;

Category	Amended Grant Amount	Disbursed and Expended	Remaining	Remarks
(1) Goods	140,928.96	201,125	-60,196	Subsidized from other categories
(a) Nile-Sec	928.96			
(b) UNOPS	140,000			
(2) Consultants' services:	1,976,256.56	2,326,921	-350,664.44	Subsidized from other categories
(a) Nile-Sec: PMU Staff, Consultants, Agent's Fees, and Audit Fees	1,766,256.56			
(b) Other services and Agent's Fees (UNOPS)	210,000.00			
(3) Training and Workshops	255,534.39	885,227	-629,692.61	
(a) Nile-Sec	15,534.39			
(b) UNOPS	240,000.00			
(4) Operating costs	1,285,000	625,399	659,601.00	
(a) Nile-Sec	515,000.00			
(b) under the Project other than Part A.I (UNOPS)	770,000.00			
(5) Unallocated	192,280.09		192,280.09	
(a) Nile-Sec	192,280.09			
(b) UNOPS	0			
(6) Goods, Consultants' Services, Training, Workshops, including Agent's Fees	7,750,000.00	6,182,431	1,567,569.00	
Total	11,600,000	10,221,103	1,378,897	

Budget Implementation by funding sources:

Source of Funding	NBTF (US\$)	Other Partners (GTZ) (US\$)	Total	Country Contribution (US\$)
Total Budgeted	11,600,000	300,000	11,900,000	4,400,000
Total Disbursed	10,221,103	244,558	10,465,661	(In-kind contribution)

Budget Implementation by Component

Component	Actual expenditure to December 2006	2007 expenditure	2008 expenditure	TOTAL
Component 1	2,736,816	2,668,650	4,001,421	9,406,887
Component 2	-	60,367	170,415	230,782
Component 3	-	13,872	32,361	46,233
Component 4	-	210,787	129,226	340,013
Component 5	-	81,342	115,846	197,188
Totals	2,750,754	3,035,018	4,449,268	10,221,102

NB: Expenditure up to December 2006 includes 1,278,552 directly paid to UNOPS

Out of the total funding of US\$ 11.9 Million that was provided in the grants, US\$ 10.46 was disbursed. This included the provisions in the NBTF of US\$11.6 Million and GTZ of US\$ 0.3 Million. The total disbursement from NBTF to Nile-SEC was US\$10,221,103. This represents budget performance of 88%.

5.2 Financial Management

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

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

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

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

From June 2006, the Project Management Services Agreement (MSA) signed with UNOPS has been terminated, and NBI Secretariat took over the full responsibility of managing and execution of the SVP Coordination Project including the financial management and procurement.

5.3 Procurement

The SVP-C project is financed primarily through the Bank-managed NBTF hence the procurement of services and goods followed the World Bank's Guidelines (for Procurement of goods the guidelines under IBRD Loans and IDA Credits dated January 1995 and revised January and August 1996, September 1997, and January 1999; for procurement of services, selection and employment of consultants by World Bank Borrowers dated January 1997 and revised September 1997, January 1999, and May 2002). In 2004, the Grant was amended to follow the latest versions of the World Bank Guidelines dated May 2004.

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

6 Partnerships and Networking

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

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

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

The SVP projects have identified several institutions as Centers of Excellencies that could be considered by NBI for future collaboration. Sustaining the different networks established by the SVP projects is important to ensure involvement and ownership of the NBI by the riparian countries.

7 Risks and Assumptions

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

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

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

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

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

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

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

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

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

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

8 Lessons learnt

The project level of flexibility in approach allowed for the adjustments that were necessary in coping with the NBI evolving needs. The common understanding of the project by the stakeholders enabled support in making the necessary adjustments that were needed.

The participatory approach that cuts across the NBI operations is a key driver for the ownership and commitment by the various stakeholders of diverse backgrounds. It costs time and general implementation pace, but the overall gains and chances of sustainability are greatly enhanced. Reaching out, including awareness drives needs to be tailored to manageable levels to avoid creating too much expectation beyond the capacity of the development intervention. Some communities are fatigued by messages of development agencies that delay or never deliver on their promises. On the overall however, NBI has endeavoured to deliver on its mandate and has maintained the trust of the stakeholders. It is important however that delivery of the tangible benefits expected from SAPs be expedited in order to maintain the mutual trust established with the stakeholders.

The complex nature of the NBI inevitably deserves a carefully designed management structure of its projects to take care of the divergent backgrounds. For the case of the SVP-C Project, the expectations of the countries, the different sectoral projects, the Development Partners had to be encompassed in the management structures.

Dialogue and continuous consultative process was a key strategy in keeping the stakeholders informed and engaged on the project issues. This was achieved through meetings and virtual communication means through out the project implementation. There are many competing demands for the NBI stakeholders, it is only through vigilant communication that the stakeholders are kept engaged and involved in the NBI process.

Clear results based system need to have been deployed right from the start of the project. This would have ensured clarity of reports and consistence in focusing on the key elements of the Shared Vision Program. Considering the complexity of the program, the project risked getting lost in the process.

Engaging UNOPS as the service provider for SVP implementation was necessary since NBI didn't have the capacity to manage basin wide projects. But, if the Nile-SEC management capacity was built and NBI was granted legal status by all countries at the onset of the SVP

projects implementation, NBI could have managed the SVP projects independently which would have been more advantageous and cost effective for NBI.

9 Knowledge Resources and Documentation

The SVP-C project has prepared several documents and most of them are being used by the ISP. The key products are listed below.

- Criteria for inclusion, collaboration and coordination with other organization
- Roster of consultants for the NBI
- NBI Contact persons in the NBI Countries
- Terms of References for several consultancies conducted at the NBI Secretariat
- Implementation Plans, and Project Implementation manuals for SVP Projects
- SVP/SAP linkages matrices and capacity building synergy matrices
- Financial Management operating manuals
- Guidelines for designing, implementing, and monitoring of NBI website
- Guidelines for NBI system administration
- NBI Information policy
- SVP implementation review strategy
- Evaluation of Contractual Performances under the Management Services Agreement between NBI and UNOPS
- SVP M&E generic procedures
- Results Based System tool boxes
- Draft concept Note on Acquisition of Financial Management System
- Study report of institutional assessment of NBI
- Review of Financial Management at the NBI
- Strategy for transfer of UNOPS responsibilities to NBI institutions
- Strategy for mainstreaming and sustaining of SVP results,
- Detailed action plan for mainstreaming key SVP outputs and functions
- SVP Projects Outputs mainstreaming and sustainability methodology and timeframe

10 Conclusion; Outstanding Issues, Recommendations and Way forward

The SVP-C project played a key role in ensuring the complex, multi country, multi sector capacity, trust and confidence building activities are kept focused to the NBI vision. The established level of coordinating the basin wide activities needs to be sustained or where possible enhanced further by the NBI. This will enable the institution to maintain the necessary oversight and necessary control and integration of the NBI activities. The main purpose of the SVP is to lay the foundation for transboundary investments that will bring tangible benefits to the peoples of the region. The SVP-C project has laid a strong foundation for SVP/SAP coordination and this has maximized the synergies between the SVP projects themselves as well as between the SVP projects and SAPs. This experience need to be adopted by the NBI for the future programs and projects (eg. during the implementation of the ISP).

The SVP has generated a wealth of knowledge and valuable products and has established substantial building blocks for the future RBO and specifically for sustainable Integrated Water Resources Management (IWRM). The NBI should give high priority to ensure that these outputs and functions are strategically captured, analyzed and sustained within the NBI institutions as well as other related institutions.

The SVP has established many networks among the basin professionals. These include the Project Steering Committee members of the sectoral projects, national projects coordinating units, working groups, task force groups and other specialized stakeholder groups from different ministries and institutions. There is need to maintain these networks alive and participating in some ways in NBI activities to maintain the already established involvement and commitment at different levels. All the stakeholders – governments, private sector, civil society and general public will need to be engaged and involved at all levels through consistent dialogue and systematic information sharing.

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

The NBI is not the only initiative in the Basin region attempting to solve the problems associated with development of the Nile resources. While every endeavor is appreciated and encouraged, it is also important to ensure that scarce resources are utilized optimally. Therefore, NBI should collaborate with others engaged in similar activities to avoid overlapping of efforts and to close any gaps.

11 Annexes

- 11.1** Nile-SEC Organization Structure up to December 2008
- 11.2** Project Logical Framework and cumulative achievement by outcome and outputs
- 11.3** List of Project Staff, Steering Committee, and Consultants involved
- 11.4** Asset inventory
- 11.5** Audit report (recent)