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NBI Technical Reports: Water Resource Management Series

**Review of experience of the national level organisational arrangements
for Transboundary Water Management in the Nile Basin**

WRM-2022-04



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Document Sheet

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The purpose of the technical report series is to support informed stakeholder dialogue and decision making in order to achieve sustainable socio-economic development through equitable utilization of, and benefit from, the shared Nile Basin water resources.

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List of acronyms

Acronym	Meaning
AMCOW	African Ministers' Council on Water
CICOS	Commission Internationale du Bassin Congo-Oubangui-Sangha (International Commission for the Congo-Oubangui-Sangha Basins)
DGEREA	Direction générale des environnement, ressources en eau et assainissement/ Directorate General for Environment, Water Resources and Sanitation (of Burundi)
DRC	Democratic Republic of Congo
DITWA	Department of International and Transboundary Water Affairs (of Uganda)
DTWR	Department of Transboundary Water Resources (of Kenya)
DWRM	Department of Water Resources Management
IGAD	Intergovernmental Authority for Development
LVBC	Lake Victoria Basin Commission
MEACA	Ministry of East African Community Affairs
MWSI	Ministry of Water, Sanitation, and Irrigation (of Kenya)
NBI	Nile Basin Initiative
NELSAP	Nile Equatorial Lakes Subsidiary Action Programme
TAC	Technical Advisory Committee
TWM	Transboundary Water Management
TWRMS	Transboundary Water Resources Management Section (Tanzania)

1 Introduction

Over the last decade the NBI Member States have created dedicated functions, or at times units within ministries, to handle transboundary water affairs. The assigned officers/ units have commonly absorbed the role of focal point and desk officer function for the NBI, and at times also other intergovernmental bodies related to transboundary water, e.g., IGAD, LVBC, or AMCOW. The organizational set-ups of, and experiences gained with exercising these functions vary with regards to specific mandate and legal foundations, staffing, the assigned responsibilities in practice, and the ways internal and external consultation processes at the national level are exercised.

Until now the different organizational approaches, and lesson learnt therefrom, have not been systematically evaluated. This report therefore aims at cataloguing the specific arrangements countries have made and assesses the challenges faced, the opportunities for scaling up activities and the barriers to the realization of such opportunities and highlights good practices and successful elements for emulation. This is to help NBI to have better knowledge of its counterparts at national level and to identify capacity support needs that can inform NBI's programme development.

2 Overview of TWM coordination arrangements in Nile Basin Countries

This section provides a brief country-by country overview of the institutional set-up for TWM coordination in each country. The description of each country set-up is factual only, with the comparative assessment of approaches following in section 3 of this report.

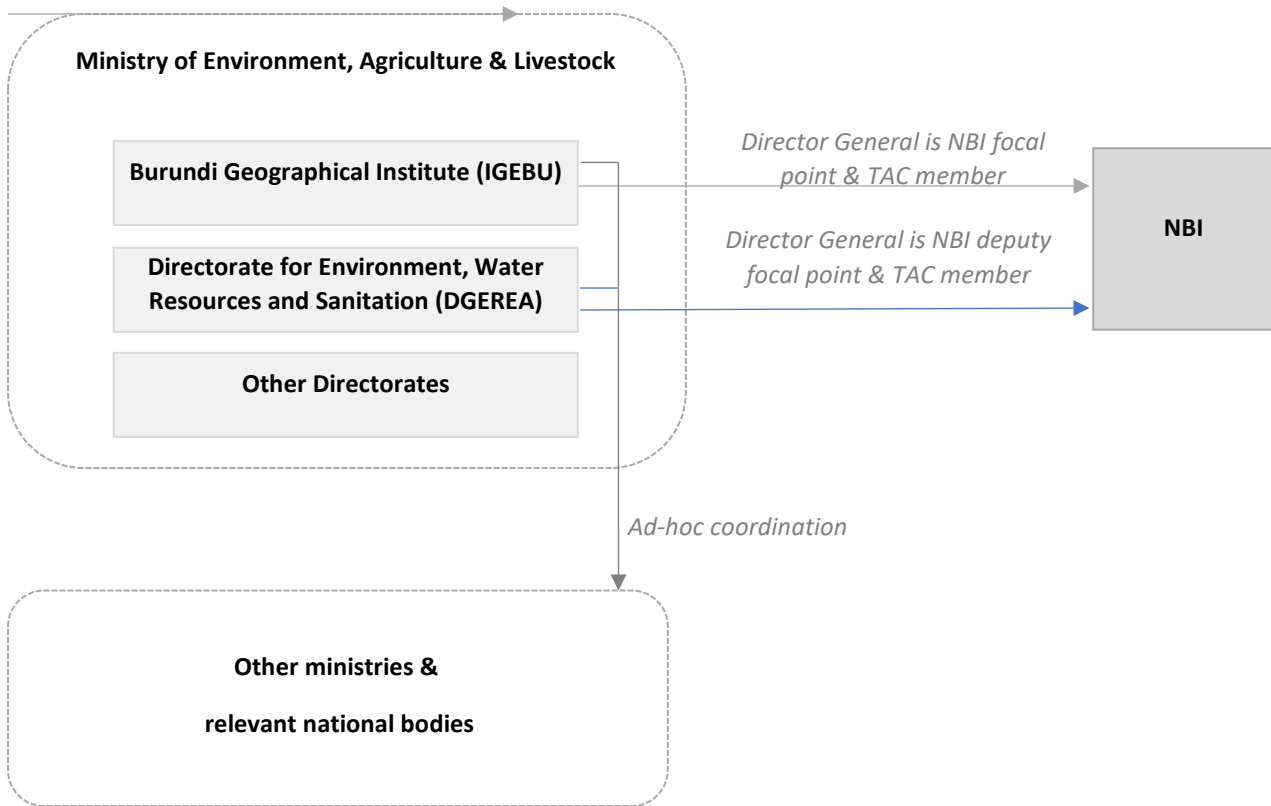
2.1 Burundi

In Burundi there is no dedicated TWM unit. At present, NBI matters are coordinated primarily by two special advisers from two separate Directorates of the Ministry of Environment, Agriculture, and Livestock, namely the Director General of the Geographical Institute of Burundi and the Director General for Water Resources. Both are Nile-TAC members, with the Director General of the Geographical Institute being the NBI focal point, and the Director General for Water Resources being the deputy focal point.

Since the technical advisors are government staff, TWM coordination is funded from the national budget.

There are currently no inter-sectoral coordination structures and coordination between ministries on TWM matters is largely absent.

Figure 1: Overview of TWM coordination in Burundi



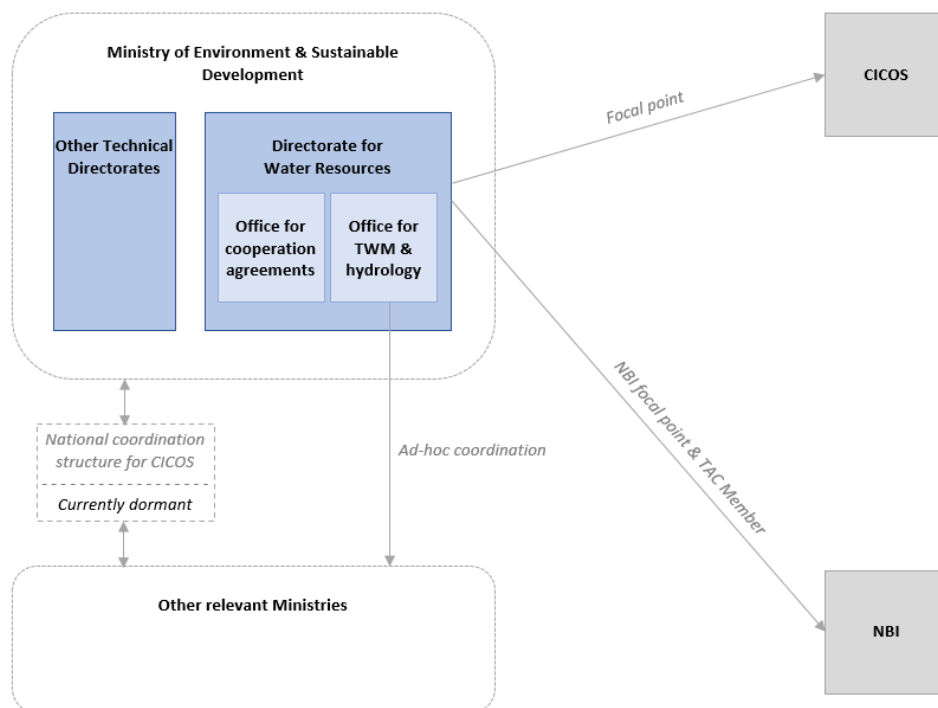
2.2 DRC

Transboundary Water Management in the DRC is coordinated by the Directorate for Water Resources in the Ministry of Environment and Sustainable Development. While there is no designated TWM unit, two offices (one on cooperation agreements, and one on TWM and hydrology) are assigned to coordinate TWM activities related to specific water agreements that DRC is party to. These were established following the establishment of the Directorate through Ministerial decree FB/0030/98 of May 1998. The staff of the Directorate are government employees and hence the costs for TWM coordination are covered from the national budget.

The Directorate represents DRC in the Nile- and NEL-TAC and has the overall mandate for water resources management in the country, including transboundary matters. TWM in DRC is currently heavily focused on matters concerning the CICOS, with comparatively little emphasis on NBI matters. TWM matters are reported on internally in the quarterly meetings of the Ministry with the Director reporting to the Minister.

Inter-sectoral coordination at national level is currently limited. National coordination structures for inter-sectoral coordination were at some stage established under CICOS and engaged in facilitating coordination between ministries. However, currently these structures are dormant. A similar structure for the coordination of NBI activities was not established.

Figure 2: Overview of TWM coordination in DRC



2.3 Ethiopia

Ethiopia maintains a well-developed framework for TWM coordination at national level, comprising several coordination structures between ministries, and with other relevant bodies within the Ethiopian region.

The established framework is currently undergoing substantial changes and the situation remains fluid. Updated information on a definitive structure was not available at the time of finalizing this report and an accurate, up-to-date description may therefore be provided at a later stage.

2.4 Kenya

In Kenya, the Constitution designates TWM as a function of central government. Initially, TWM was coordinated by a unit within the Department of Water Resources Management (DWRM), but this unit evolved into a full Department in 2015.

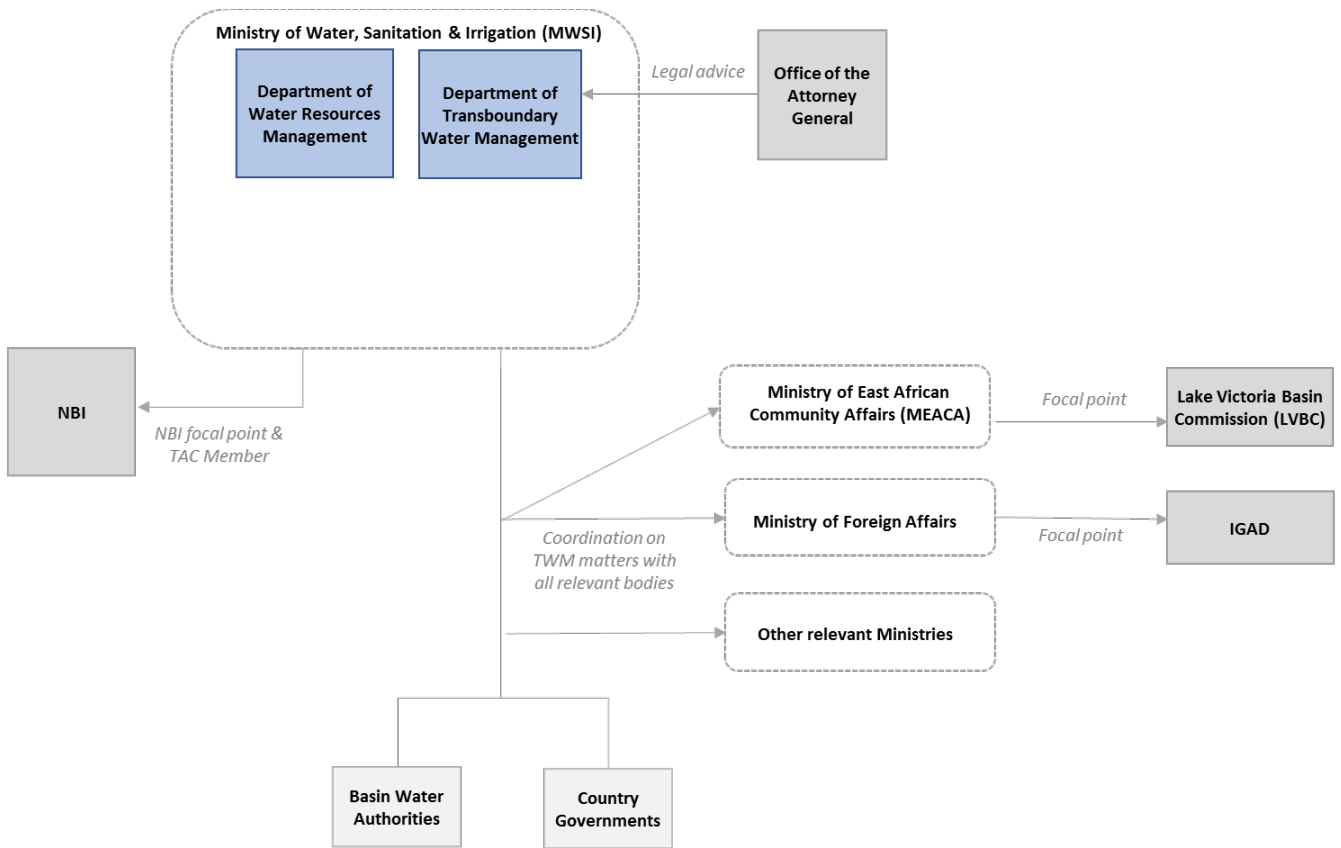
This new Department of Transboundary Water Resources (DTWR) is established within the Ministry of Water, Sanitation, and Irrigation (MWSI) and is headed by a Director, who is assisted by several Deputy Directors. The DTWR works closely with the legal department and the Department of National Water Resources, both within MWSI, and with Water Resources Authorities, relevant Ministries, and county governments.

The DTWR has a total of 25-30 administrative, and 50-54 technical staff with diverse professional backgrounds, such as civil engineers, hydrologists, hydrogeologists, environmental specialists and chemists. The Department has no legal staff of its own and in legal matters relies on the legal staff of the MWSI and the Attorney General's Office. The department is funded by the national budget, which contains a dedicated funding line for the DTWR. Some additional funding is provided by Development Partners.

The DTWR develops TWM policies and legal arrangements, negotiates MoUs related to international waters, and ensures compliance with bi-, and multi-lateral legal arrangements concerning the more than 50% of Kenyan water resources that are transboundary. This includes all activities related to national reporting, joint planning, and other project activities related to the NBI, which are exercised by a DTWM member serving as Nile-TAC (and NEL-TAC) member. Likewise, the MWSI is the national contact point for AMCOW. Owing to the specific set-up of the EAC governance structure the national focal point for the Lake Victoria Basin Commission (LVBC) – which is a specialized institution of the EAC – is the Ministry of East African Community Affairs (MEACA). In this role the Permanent Secretary of MEACA communicates with the DTWM through his/ her counterpart in MWSI to seek technical advice and back-stopping, including project clearance. For IGAD, the Ministry of Foreign Affairs is the focal points, who engages with the DTWR in the same way as MEACA does for LVBC matters.

The DTWR is responsible for inter-ministerial coordination and works closely with relevant ministries such as MEACA, Foreign Affairs, Agriculture, Environment, Energy, Gender & Culture, and with the Office of the Attorney General.

Figure 3: Overview of TWM coordination in Kenya



2.5 Rwanda

Rwanda does not maintain a designated TWM unit by name but has since 2015 assigned the coordination of TWM matters to a dedicated 'transboundary water resources cooperation specialist' within the Ministry of Environment. This specialist officer is tasked with the coordination of TWM matters concerning the Congo and the Nile basins as dedicated focal point for ABAKIR (Congo) and NBI. The officer also represents the country on the Nile-TAC.

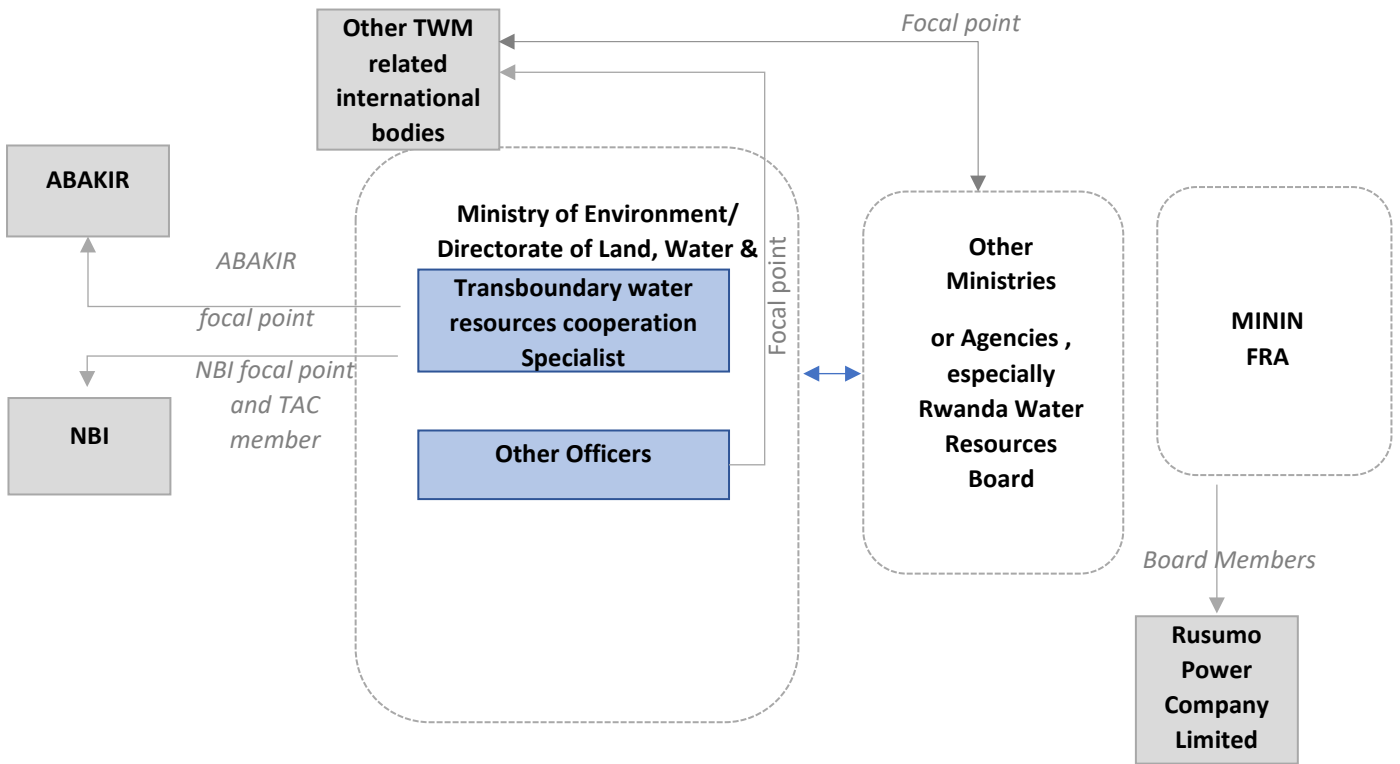
The creation of the TWM function and subsequent appointment of a designated specialist officer is not specifically mandated by law. Instead, the function was created based on a determined need and integrated into the general organisation of the ministry. Since the TWM cooperation specialist is a government employee the staff cost for the TWM cooperation function are covered from the national budget through the ministry's salary budget. Likewise, the costs for the participation of the TWM cooperation specialist in NBI events are covered from the national (ministry's) budget.

The role of the TWM cooperation specialist is curtailed by two notable exceptions, namely

- a) the TWM cooperation specialist is only responsible for coordination with the above-mentioned international bodies (i.e., ABAKIR and NBI). Coordination with other international TWM organisations is the responsibility of other officers, some within the Ministry of Environment, and others in different ministries.
- b) Although by function the TWM cooperation specialist is meant to be responsible for all matters concerning the Nile basin, this is not the case in practice. For example, for the Rusumo Falls Hydropower project – currently the biggest infrastructure project in the Nile basin that involves Rwanda – the country is represented by the Ministry of Infrastructure on the trilateral board for the Rusumo Power Company Limited, with no involvement of the Ministry of Environment.

Inter-sectoral coordination at national level on TWM matters between the different role-players is at best ad-hoc, with no formal, standing coordination mechanism in place. The Rwanda Water Resources Board established by law in 2018 is meant to assume the function of inter-ministerial coordination of all water matters, including transboundary matters, but the organisation is still in its infancy and at this stage not exercising this role.

Figure 4: Overview of TWM coordination in Rwanda



2.6 Sudan

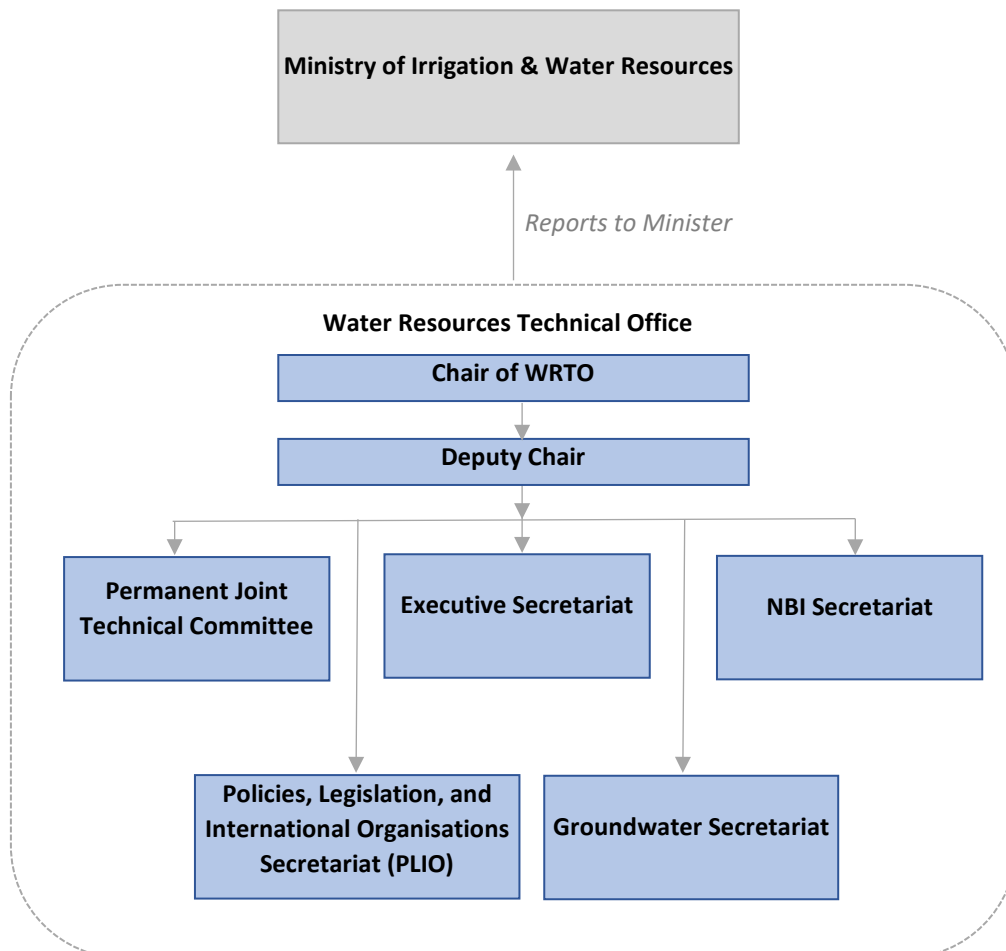
In Sudan the Water Resources Technical Organ is responsible for TWM coordination. The Water Resources Technical Organ was established by Cabinet decision in 1992 and operates under the supervision of the Minister of Irrigation and Water Resources.

It was assigned to study water resources in all its elements, develop plans for the development of water resources, determine their priorities, and supervise the Joint Permanent Technical Authority for Nile Water and other international water affairs.

The Water Resources Technical Organ has been established to:

- Integrate and coordinate studies on the exploitation of water resources with its various elements, surface water resources from rivers, seasonal valleys and groundwater.
- Preserving national rights in shared waters (quantities and qualities).
- Develop strategic plans for the development of national water resources.
- Develop strategic plans for the development of water resources shared with other countries.

Figure 5: Overview of TWM coordination in Sudan

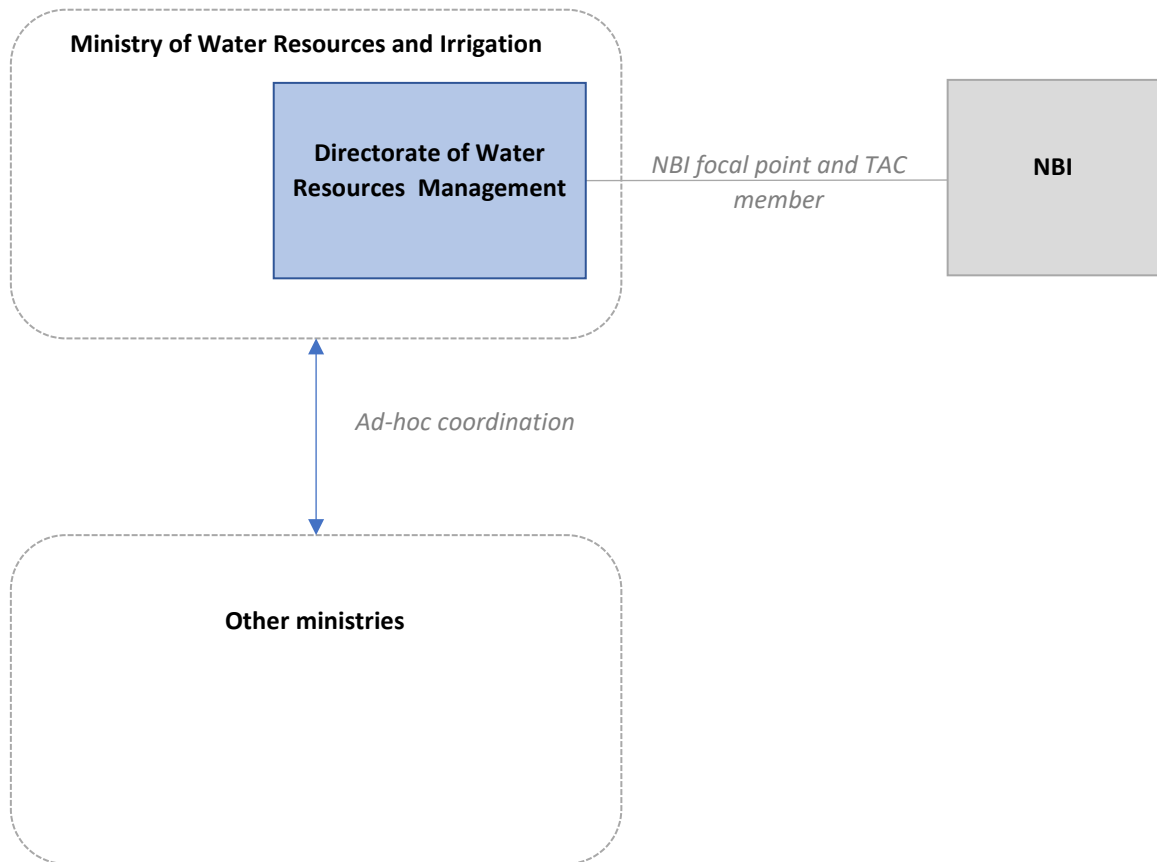


2.7 South Sudan

In South Sudan TWM matters are coordinated by the Department of Water Resources Management (DWRM) in the Ministry of Irrigation and Water Resources as part of their overall function of managing the country's water resources. A designated TWM unit has not been established. The TWM coordination function is assigned to the DWRM as part of the general organisation of the ministry and not by specific law. With DWRM staff members being regular government employees the TWM function is covered from the national (salary) budget. The costs for attending TWM related events (i.e., NBI events) are covered from the ministry budget (if not covered by Development Partners).

The DWRM is responsible for the coordination of all TWM matters in South Sudan and a staff member of the DWRM serves as NBI focal point and Nile-TAC member. All reporting, joint planning, and other activities related to the country's membership in the NBI are carried out by the DWRM through their representation in the Nile-TAC (or commensurate bodies within NELSAP governance, i.e., NELTAC). Coordination with other national role-players of TWM related activities is ad-hoc at best and a formal, standing intersectoral coordination mechanism does not exist.

Figure 6: Overview of TWM coordination in South Sudan



2.8 Tanzania

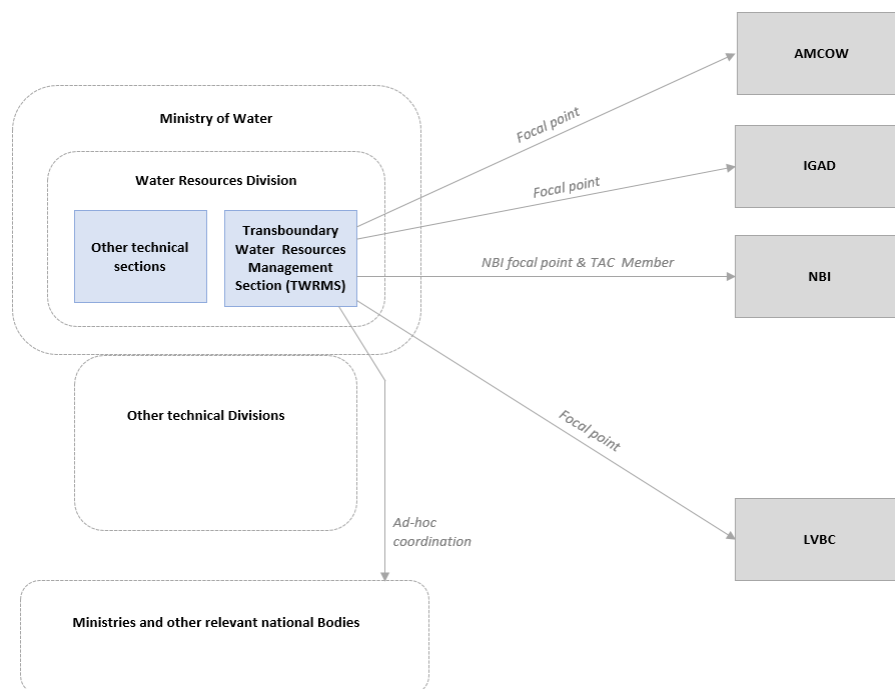
The coordination of TWM matters in Tanzania is carried out by the Transboundary Water Resources Management Section (TWRMS) in the Water Resources Division within the Ministry of Water. The TWRMS is supported by other technical sections within the Water Resources Division. Since all members of the TWRMS are government employees, the costs for the TWM coordination function are covered by the national budget.

A member of the TWRMS is the NBI focal points and the Section represents the country on the Nile-TAC. The TWRMS is also the focal point for other international bodies – as far as they relate to TWM – such as the AMCOW, IGAD, and the LVBC.

The TWRMS is responsible for the coordination of all TWM related matters, including the formulation of international agreements and protocols on shared watercourses, the preparation and implementation of transboundary resources management and/ or development projects, and the participation in national and international fora related to TWM.

A formal, standing mechanism for inter-ministerial coordination does not exist, and the TWRMS coordinates with other relevant national entities on an ad-hoc, as needed basis.

Figure 7: Overview of TWM coordination in Tanzania



2.9 Uganda

In Uganda TWM coordination falls within the responsibility of the Department of International and Transboundary Water Affairs (DITWA). It is one of four departments within the Directorate of Water Resources Management in the Ministry of Water and Environment. The Directorate of Water Resources Management is the NBI focal point for Uganda and the Nile-TAC Members are appointed from the Directorate, one being the Director, and the other being the TWM Commissioner. The DITWA is also the focal point for other international bodies related to TWM, namely AMCOW, IGAD, and the LVBC.

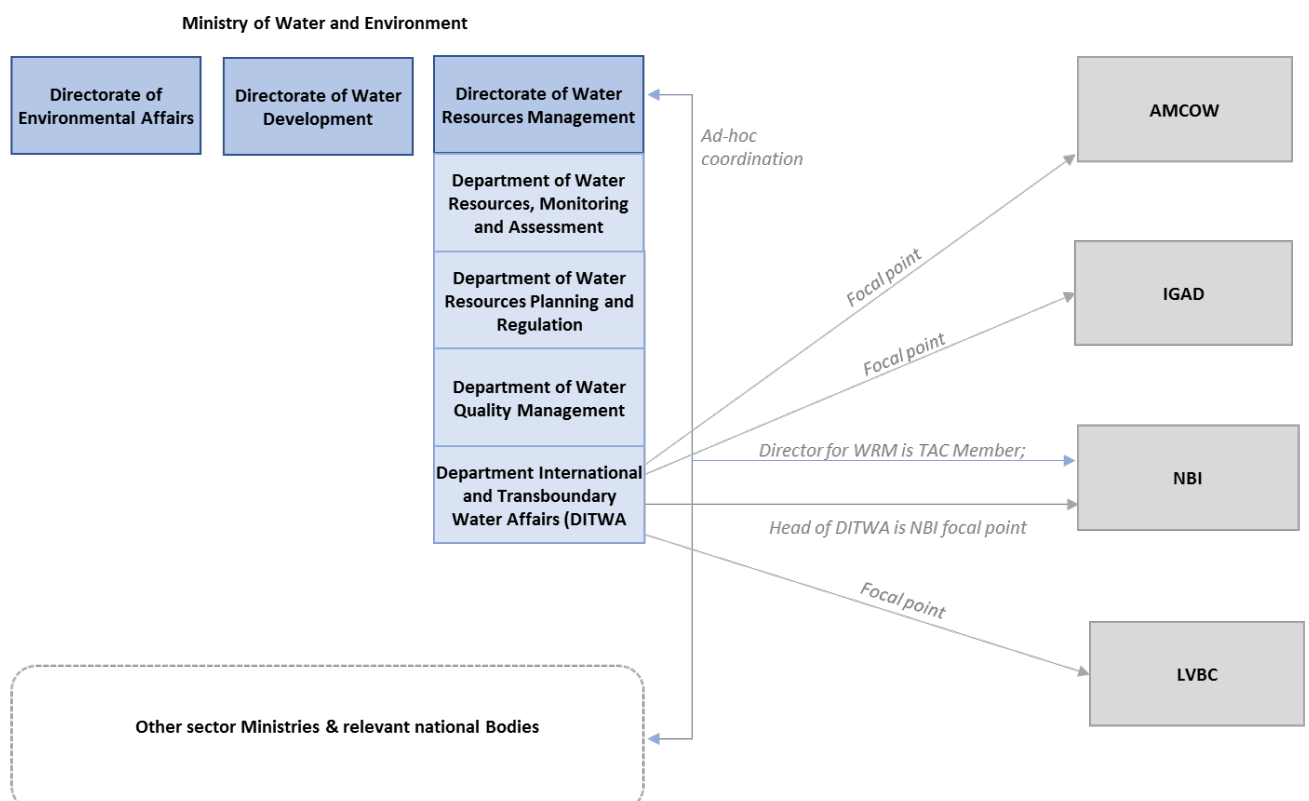
The DITWA itself is headed by a TWM Commissioner and further comprises two Assistant Commissioners, two Principal Officers, four Senior Officers, one Database Officer, and five support staff. With all staff members being government employees the TWM function in Uganda is fully covered from the national budget through a dedicated budget line as far as the coordination function is concerned (there is some programme funding from Development Partners).

The key functions of the DITWA are to define and represent Uganda's interests in shared water resources, coordinate the harmonization of water policies and legislation with other States, ensure the implementation of international watercourse agreements, and coordinate the implementation of TWM programmes and projects.

TWM matters are coordinated between the different departments and directorates within the Ministry of Water and Environment through regular senior management meetings, and ongoing technical coordination with other departments.

Inter-ministerial coordination takes place on an ad-hoc basis and a formal, standing coordination mechanism does not exist.

Figure 8: Overview of TWM coordination in Uganda



3 Comparison of national approaches

While all NBI Member States have established a TWM coordination function at the national level, these vary in mandate, scope, institutional set-up, and other elements. The following provides a brief comparison of the approaches followed in the basin.

3.1 Timelines

The establishment of a national level TWM coordination mechanisms in Nile basin countries started with the first creation of such a function in Ethiopia in 1994 (the function has since evolved in scope and institutional set-up). This was followed by Burundi and Tanzania, who established such function in 1999 following the creation of the NBI. Around the same time, in 1998, the DRC created a new Directorate of Water Resources, although it is not clear if the TWM function was created immediately on the Directorate's establishment.

Likewise, Kenya established a TWM coordination function around that time, which underwent considerable strengthening in terms of institutional set-up and resources in 2015. In the same year Uganda and Rwanda also established their TWM coordination function, as did South Sudan after its creation as an independent State in 2011.

In summary, there were essentially two distinct periods in which the national coordination function was established and/ or gained traction. The first was the mid/late-1990s when the first basin States established the function, and the second was around the middle of the last decade when some countries newly established the function, and others further strengthened their set-up.

3.2 Mandate and Scope

The mandate of the TWM units, or more commonly, individual officers carrying out the function, is similar across all countries. All of them are the focal point for the NBI and represent their respective countries on the Nile-TAC. In broad terms, the mandate includes coordinating and overseeing the implementation of shared watercourse agreements, reporting on and coordination of NBI activities at country level, and providing oversight to NBI programmes and projects.

There are, however, considerable differences between countries in terms of the geographical and institutional scope at which the TWM coordination function is carried out. In some countries, e.g., Burundi and South Sudan, the TWM coordination function is virtually synonymous with the role as NBI focal point and TAC Member.

In other countries, TWM coordination functions are carried out by different national bodies, which each have been appointed as focal points for different transboundary bodies (e.g., NBI, LVBC, IGAD, etc.). Likewise, even with regards to the coordination of TWM activities in the Nile Basin, mandates are split based on technical grounds. An example for both these points is Rwanda (see section 2.5).

Kenya arguably has the most integrated TWM coordination mechanism, with the DTWR being a true national coordinator of all TWM matters. Even though the DTWR is not the official focal point for all international TWM bodies that Kenya is a member of, the institutional set-up is such that the DTWR advises all relevant national bodies and thus is ideally placed to develop and ensure implementation of a coherent national approach to TWM across all relevant international bodies.

3.3 Organisational set-ups

While all Nile basin countries have created a national TWM coordination function, only Ethiopia, Kenya, Sudan, Tanzania, and Uganda have created a designated unit for TWM matters in the form of a department or section within the ministry responsible for water. In the other countries the function is carried out by one or two officers in the respective water resources management department or directorate.

All countries have created a TWM coordination function in their respective ministry responsible for water, and in all cases, this includes matters concerning the NBI. However, in most countries TWM coordination overall is not exclusive to the water ministry, and it is common that other ministries are appointed as focal points for international TWM related bodies other than the NBI, such as AMCOW, IGAD, or LVBC. Effectively this creates international-entity-specific coordination mechanisms, rather than ensuring comprehensive national-level coordination of TWM matters. A possible result of such fragmentation is that the respective country represents its interests in different bodies in an uncoordinated and incoherent manner. This can only be avoided if appropriate inter-sectoral/ inter-ministerial coordination takes place. A notable exception to the fragmentation described above is Kenya, which has a string of coordination mechanisms between various relevant national bodies that ensure that genuine national coordination of TWM matters takes place, and not entity or basin-specific coordination.

3.4 Inter-sectoral coordination

As highlighted in the preceding section, inter-sectoral coordination and harmonization is crucial to ensure true national TWM coordination. At present this aspect is arguably the biggest weakness in the TWM coordination set-ups in most Nile basin States. In most countries formal, inter-sectoral coordination platforms do not exist, neither do established mechanisms for regular engagement on TWM matters exist. As a result, TWM related coordination is at best ad-hoc, and depends on the individual initiative of the officers charged with the (or in some cases, one of several) TWM coordination functions, and their technical counterparts in other relevant ministries.

This is notably different in Kenya where inter-sectoral coordination is ensured by the MWSI, predominantly through the DTWR. Where other ministries are focal points for international TWM bodies, such as MEACA for LVBC, and the Ministry of Foreign Affairs for IGAD, coordination with the MWSI on TWM matters is between Permanent Secretaries (and advised by the DTWM), indicating that TWM matters are of high relevance.

3.5 Financing of TWM coordination

With the TWM coordination function being located within national ministries all countries cover the staff costs related to exercising the function from the national budget. However, few countries maintain a designated budget line for TWM coordination activities over and above the staff salaries. This limits the range of possible activities the TWM units/ officers can carry out, and this issue is cited as a major challenge by many of the interviewed stakeholders. A designated budget line would not only increase the range of possible activity, but also signify that a country attaches value to the TWM coordination function and considers it of political importance.

3.6 Capacity challenges

The main challenges affecting TWM coordination pointed out by the stakeholders are largely similar across the basin countries. In addition to the aspects of fragmented responsibilities and insufficient inter-sectoral coordination (with the exception described above) the main challenges are staff shortages and

skills shortages in various relevant technical areas. Especially, in some countries, e.g., Burundi, DRC, and South Sudan, the TWM coordination function is assigned to government staff who have several other responsibilities and hence cannot afford to spend as much time on TWM coordination matters as would be required for effective coordination.

4 Conclusion

The coordination of TWM activities at national level in Nile Basin countries has evolved considerably in the last decade. After the first few countries established TWM coordination mechanisms in the mid- to late 90ies, such mechanisms have now been established and remain operational in all basin countries. While their institutional anchoring, set-up, scope, and *modus operandi* varies between countries it is clear that all basin States attach considerable value to the effective national coordination of TWM. Since institutional set-up by nature tend to be in constant flux this report, and especially its institutional diagrams, provides a picture of the situation at the time of writing only, and accordingly should be updated from time to time. Regardless of the fluidity of its accuracy, the description of the different approaches provides Nile Basin States with valuable comparative insights for the adoption of lessons learnt and good practice from other countries, where so desired.

Annex 1a: Summary overview of national TWM coordination arrangements in Burundi, DRC, Ethiopia, Kenya, Rwanda

Assessment of national TWM units	Burundi	DRC	Ethiopia	Kenya	Rwanda
General features of TWM unit					
Name of Unit	No designated TWM unit; all TWM matters handled by the Ministry of Environment, Agriculture, and Livestock, exercised through the Directors of two Directorates within the Ministry	Directorate for Water Resources (DRE)	The TWM coordination set-up in Ethiopia is undergoing restructuring. A clear picture of the new framework had not yet emerged at the time of report finalization.	Dept of Trans-boundary Water Resources (DTWR), est. within the Min of Water, Sanitation, and Irrigation (MWSI)	no designated unit; one appointed 'transboundary water resources cooperation specialist'
Legal foundations (legislative basis, legal status, policy framework, etc.)	Internal ministerial arrangement	For each agreement, there is a ministerial unit that exists, not centralised. Ministerial decree FB/0030/98		Constitution designates TB water mgt a function of central govt; DTWR est. in response to adoption of TB Water Mgt Policy	internal ministerial arrangement
Date established & restructured	Function created in 1999 after the establishment of the NBI	Ministerial decree FB/0030/98 of 19th May 1998 creating the Directorate of Water Resources		2015	2015

Support to transboundary water cooperation in the Nile Basin
 Review of experience of the national level organizational arrangements for TWM

Mandate/role	Coordination of all NBI matters. The technical advisers (Directors) present the progress of projects at the level of NBI.	Mandate: Water resources qualitative and quantitative management in DRC. Role: Design projects; regulate IWRM in DRC; contribute to negotiations on agreements and conventions; ensure TWM; supervise the implementation of WRM Master Plan; manage the database.		Develops TB water mgt policies & legal arrangements; negotiates MoUs re intl waters; ensures compliance with bi/multi-lateral legal arrangements (>50% of Kenyan waters are shared).	Coordination of all tb WRM activities related to Congo and Nile basins
Location & composition (i.e., which ministries are represented; at what level of seniority; which is the lead ministry; etc.)	Under the Minister of Environment, Agriculture and Livestock	Ministry of Environment and Sustainable Development, Kinshasa; Director of Water Resources		Located within MWSI. Started as unit within Dept of Water Resources Mgt (DWRM), but evolved into full Dept in 2015	tb water resources cooperation specialist is MoE staff
Governing Committee and frequency of meetings		Minister of Environment; Quarterly meetings depending on the envelop; once per year otherwise		n/a	n/a
Organizational structure (who chairs the unit; what are the reporting lines between the unit and the different ministries?)	Directorate of Water and Burundi Geographical Institute; both are Directorates with the Ministry of Environment, Agriculture, and Livestock, and the respective Directors are NBI focal and deputy focal points	Director reports to the Minister; one NGO was reporting (AUBRL)		Headed by DTWR Director assisted no of Dep. Directors; works closely with Legal Dept & DWRM (in MWSI), basin-level Water Res Authorities & County Govts.	n/a

Support to transboundary water cooperation in the Nile Basin
 Review of experience of the national level organizational arrangements for TWM

Scale and resources (staffing; budget; premises; etc.?)	The two Directors as focal points	TWM and Hydrology Unit with 2 offices : 1. Follow up of cooperation agreements; 2. TWM and Hydrology		25-30 admin & 50-54 technical staff (engineers, hydrologists, chemists); no lawyers - relies on MWSI and AG Office	no budget in addition to specialist's regular staff salary
Domestic source(s) of funding	Staff budget covered from national budget; no designated budget line for TWM.	Staff budget covered from national budget; no designated budget line for TWM.		Dedicated funding line in national budget	national budget
International source(s) of funding	none	none		Some dev partner project funding.	none
Internal consultation processes					
Inter-sectoral committees	none	Building the national (PCN) and regional (PCR) consultation platforms ; with various thematic platforms (navigation, etc.) not yet institutionalized		do not exist	do not exist; ; Rwanda Water Resources Board is designed to take on a national coordination function but has not assumed that responsibility yet.

Support to transboundary water cooperation in the Nile Basin
 Review of experience of the national level organizational arrangements for TWM

Relations with other Ministries	none	Yes. The PCN had branches into the Planning Ministry. All the structures users of water in the PCN facilitated the inter-ministerial relationships		DTWR works closely with AG Office, Min Foreign Affairs & Mins of Agric, Env, Energy, Gender&Culture	cooperation is ad-hoc
Engagement with monitoring & modelling functions	yes	PCN had		n/a	n/a
Other	There are budgetary constraints.	PCN had a full work programme, but it is currently dormant.			
Engagement with intergovernmental bodies					
National focal / contact point for intergovernmental body(ies), e.g., IGAD, LVBC, NBI, etc.	NBI Focal point; and a deputy focal point	No, under CICOS for the PCN. To accompany the implantation of CICOS. DRE should provide CICOS with information to undertake a Master planning at the regional ; no initiative yet for the Nile.		LVBC - Min for EAC Affairs (MEACA) is Nat contact point - MEACA PS communicates with DTWR through MWSI PS, DTWR provides tech advice & back-stopping, incl project clearance. IGAD - Min FA is contact point, focal person communicates with DTWR. NBI - MWSI in line Min with DTWR as focal point. AMCOW - MWSI is Nat contact point.	tb water resources cooperation specialist is focal point for NBI and ABAKIR. Other individuals (some from MoE, but also from other bodies) are appointed focal points for other tb organisations

Support to transboundary water cooperation in the Nile Basin
 Review of experience of the national level organizational arrangements for TWM

Membership of governance structure(s) of intergovernmental body(ies)	Directors are NBI-TAC Members	through TAC membership		Member(s) of DTWR is NBI TAC Member	tb water resources cooperation specialist is NBI TAC Member
National reporting function for intergovernmental body(ies)	Through TAC membership	through TAC membership		Through TAC membership	through TAC membership
Strategic planning within intergovernmental body(ies)	Through TAC membership	through TAC membership		Through TAC membership	through TAC membership
Project notification role within intergovernmental body(ies)	through TAC membership	through TAC membership			n/a
Success factors					
				DTWR is structurally multi-functional (accommodates a range of expertise); benefits from dedicated line in nat. budget;	Rwanda Water Board has been established and is meant to ensure inter-ministerial coordination of all water management issues, including tb; However, the process is still in its infancy
Challenges					

Support to transboundary water cooperation in the Nile Basin
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	<p>Limited staff numbers; financial constraints</p>	<p>PCN in dormancy</p>		<p>No internal legal staff (must liaise with AG & MWSI) leads to delay re documentation; Resources a challenge - esp. re co-op on data & info sharing; More goodwill / collaboration from co-riparian States; Capacity for inter-State negotiations - to match co-riparian States.</p>	<p>Responsibilities related to tb water management are fragmented (especially between MoE and MoInfrastructure); there is very limited in-country coordination of tb water activities</p>
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Annex 1b: Summary overview of national TWM coordination arrangements in Sudan, South Sudan, Tanzania, Uganda

Assessment of national TWM units	Sudan	South Sudan	Tanzania	Uganda
General features of TWM unit				
Name of Unit		no designated tb unit; all tb matters handled by Department of Water Resources Management	Transboundary Water Resources Management Section	Department of International and Transboundary Water Affairs
Legal foundations (legislative basis, legal status, policy framework, etc.)		internal ministerial arrangement	Internal arrangement within the Ministry of Water	Internal ministerial arrangement with permission from the Ministry of Public Service.
Date established & restructured			2009	2015

Mandate/role		Coordination of all tb WRM activities	The Section performs the following activities:- (i)Coordinate Ministry's participation in national and international dialogue, initiatives and projects pertaining to the management, development and use of trans-boundary water resources; (ii)Coordinate the preparation and implementation of trans-boundary water resources development, utilization of management projects; (iii)Coordinate formulation of international agreements and protocols on trans-boundary shared water course systems; and	The functions of the Department are to i) coordinate the harmonization of water policies and legislation with other riparian states in order to promote joint cooperation amongst riparian states; ii) participate in the development and ensure implementation of cooperation agreements that are effective basis for promoting water resources based cooperation amongst riparian states; iii) develop, promote, and coordinate national implementation of cooperative programmes between Uganda and other riparian countries that ensures a more efficient and productive use of trans-boundary water resources; iv) secure and defend Uganda's interests in the shared water resources; v) coordinate Uganda's involvement in international water resources related programs and initiatives.
Location & composition (i.e., which ministries are represented; at what level of seniority; which is the lead ministry; etc.)		Department of	Ministry of Water	Ministry of Water & Environment
Governing Committee and frequency of meetings		n/a	n/a	n/a
Organizational structure (who chairs the unit; what are the reporting lines between the unit and the different ministries?)			The Water Resources Division is headed by Director of Water Resources, who reports to the ministry of water	Directorate of Water Resources Management is headed by the Director who reports to Ministry of Water and Environment

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Scale and resources (staffing; budget; premises; etc.?)			Assistant Directors head the following sections: (i)Water Resources Research and Development Section; (ii)Water Resources Monitoring and Assessment Section; (iii)Trans-boundary Water Resources Management Section; and (iv)Water Resources Environment Protection Section. Water Resources Research and Development Section	The Directorate comprises of four departments namely Department of Water Resources Monitoring and Assessment, Department of Water Resources Planning and Regulation, Department of Water Quality Management and The Department of International Transboundary and Water Affairs is headed by the commissioner then 2 Assistant Commissioners, 2 Principal Officers, 4 Senior Officers, 1 database officers and 5 support staff.
Domestic source(s) of funding		national budget	Ministerial /Departmental budget	National/government consolidated fund and it gets its own (recurrent) budget as a programme and also through development projects.
International source(s) of funding		none	No direct funding for the department	International funding through donor funding for some development projects
Internal consultation processes				
Inter-sectoral committees		do not exist; coordination with other ministries is ad-hoc	do not exist;	formal coordination platform does not exist,
Relations with other Ministries		cooperation is ad hoc	coordination with other ministries is ad-hoc	Coordination is ad hoc
Engagement with monitoring & modelling functions			n/a	n/a
Other				
Engagement with intergovernmental bodies				

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National focal / contact point for intergovernmental body(ies), e.g., IGAD, LVBC, NBI, etc.		Member of DWRM is NBI focal point and TAC Member	Yes, TWRMS is technical focal point for <ul style="list-style-type: none"> •The Nile Basin Initiative (NBI) • Lake Victoria Basin Commission (LVBC) • African Ministers Council for Water (AMCOW) • East African Community 	<ul style="list-style-type: none"> • The Nile Basin Initiative (NBI). • Lake Victoria Basin Commission (LVBC) • African Ministers Council for Water (AMCOW) • Intergovernmental Agency for Development (IGAD) • East African Community
Membership of governance structure(s) of intergovernmental body(ies)		Member of DWRM is NBI TAC Member	through TAC, for NBI	through TAC, for NBI
National reporting function for intergovernmental body(ies)		through DWRM	through TAC membership	through TAC membership
Strategic planning within intergovernmental body(ies)		through TAC membership	through TAC membership	through TAC membership
Project notification role within intergovernmental body(ies)			through TAC membership	through TAC membership
Success factors				

				<p>Response is at both National and regional/transboundary levels</p> <ul style="list-style-type: none">• Trans-boundary/joint projects at a bigger scale.• Easy to secure funding as a bloc• Regional/intergovernmental bodies as coordinating and facilitating entities.• Wide stakeholder involvement• Cross border trade and bigger regional markets.• High-level political support across the board.• Improved articulation of transboundary issues• Improved appreciation of the value of water resources due to (i) increased exploitation for irrigation and hydropower production, and (ii) increased competition for shared water resources• Donor insistence on the principal of “prior notification”• Elevation from a Division to a full department responsible for Transboundary Water affairs.
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		<p>Legal and policy framework for TWM is under-developed, i.e., Country has no adequate Water Law (uses an interim Act from pre-independence time. National Water Policy makes little reference to tb WRM; a tb WRM Policy is proposed but has not yet been developed</p>	<p>Inadequate internal capacity for effective management, development, and utilisation of trans-boundary water resources, combined with insufficient knowledge and skills amongst water resources management staff.</p>	<p>Response is at both National and regional/transboundary levels</p> <ul style="list-style-type: none"> • Lack of legal personality of some of the regional bodies and therefore hard to attract funding from some potential funders. • Some proposed investment projects are not within countries' dev't plans and may not be countries' priorities. • Lack of regular sensitization of key stakeholders about the regional/trans-boundary programmes and projects. • In some cases there seems to be lack of trust amongst some of the partner states (perceived inequities of shared benefits). • Varying capacities amongst riparian states (HR, Financial, equipment etc.)
		<p>there is very limited in-country coordination of tb water activities</p>		



ONE RIVER
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